



Annual Report and Financial Statements  
12 Months ended 31 March 2011

**Gloucestershire Dance**  
Annual Report and Financial Statements  
12 Months ended 31 March 2011

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**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
GLOUCESTERSHIRE DANCE**

I report on the financial statements of Gloucestershire Dance for the year ended 31 March 2011 set out on pages 17 to 29.

**Respective responsibilities of trustees and independent examiner**

As described on page 16 the charity's trustees are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards. The charity's trustees consider that an audit is not required by statute for this year and that an independent examination is required.

Having satisfied myself that the charity is not subject to audit, it's my responsibility to:

- examine the financial statements under Section 43(3)(a) of the Charities Act 1993;
- follow the procedures laid down in the General Directions given by the Charity Commission (under Section 43(7)(b) of the Charities Act 1993); and
- to state whether particular matters have come to my attention.

**Basis of the independent examiner's report**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an opinion as to whether the financial statements present a true and fair view and my report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that, in any material respect, the requirements
  - to keep accounting records in accordance with the Charities Act 2006 and Companies Act 2006;
  - and
  - to prepare financial statements which accord with the accounting records and to comply with the accounting requirements of the Charities Act 2006, Companies Act 2006 and the principles of the Statement of Recommended Practice: Accounting and Reporting by Charities.

have not been met; or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

ROGER F DOWNES FCA  
For and on behalf of  
Andorran Limited  
6 Manor Park Business Centre  
Mackenzie Way  
Cheltenham  
Gloucestershire  
GL51 9TX

Date: .....

## **Gloucestershire Dance**

### **Trustees' Annual Report**

### **12 Months ended 31 March 2011**

The trustees, who are also directors for the charity for the purposes of the Companies Act 2006, present their report with the financial statements for the year ended 31 March 2011. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting of Charities' issued 2005, (as amended 2008).

#### **Reference and Administrative Details**

|                                    |   |
|------------------------------------|---|
| <b>Charity name</b>                | Gloucestershire Dance                       |
| <b>Charity Registration number</b> | 1119797                                     |
| <b>Company number</b>              | 6113653                                     |
| <b>Registered office</b>           | Colwell Arts Centre, Derby Road, Gloucester |

#### **Trustees**

|                    |                            |
|--------------------|----------------------------|
| Ms A Syvret        | Chair                      |
| Mr D Mullins       | Vice Chair                 |
| Mr A Burrow        | Treasurer                  |
| Mrs B Lloyd        | Secretary                  |
| Ms G Davie         |                            |
| Mr M Counsell, OBE |                            |
| Mrs A James        |                            |
| Mrs D Rees         |                            |
| Mrs J Cantwell     |                            |
| Mrs L Partridge    |                            |
| Mrs J Beacon       | (resigned 30 October 2010) |

**Advisor** Helen Owen County Arts Officer

**Chief Executive** Cath Wilkins

**Bankers** CAF Bank Limited, 25 Kings Hill Avenue, West Malling, Kent

Anglo Irish Bank Corporation plc  
10 Old Jewry, London

**Independent Examiner** Andorran Limited, 6 Manor Park Business Centre, Mackenzie Way, Cheltenham, Glos.

#### **Structure, Governance and Management**

##### **Governing document**

Gloucestershire Dance (GD) is a charitable company limited by guarantee governed by its memorandum and articles of association adopted on 19 February 2007.

##### **Appointment of Trustees**

Trustees are appointed by election at the Annual General Meeting or by the co-option by Trustees subject to a maximum of one third being co-opted members.

### **Trustee Induction and Training**

Following completion of an application form new trustees meet with the Chair of the Board and the Chief Executive to brief them on their legal obligations under charity and company law; the content of the memorandum and articles of association; the committee and the decision making processes of the charity. They are invited to meet key personnel and other trustees, and are supported through a 'buddy' scheme by an existing Trustee.

Trustees are encouraged to attend training events in order to facilitate their role on the Management Committee. New trustees with relevant expertise are invited to serve on the Finance and General Purposes sub-committee.

An enhanced Criminal Records Bureau Disclosure is completed for Trustees, where deemed necessary, in accordance with Government and / or Charity Commission guidelines for charities working with children and vulnerable adults.

### **Organisational Structure**

The Charity operates under a governing Board of Directors consisting of the Trustees. The Chief Executive, the Business Manager and specialist advisors also attend Board meetings which are held at least on a quarterly basis.

The Finance and General Purposes Committee meets at least four times a year and is involved with the preparation of the three year plan.

The day to day management of the charity is delegated to the Chief Executive. Some of these same authorities are also delegated to the Business Manager or Programme Manager as limited by procedural indication.

### **Related Parties**

A one year extension to the three year funding agreement is in place with the Arts Council England, South West who monitors and evaluates the dance work programme within the three year plan. Funding has been agreed up to March 2012.

GD maintains close links with the County Council which has, to date, provided financial support for work across the county. Strong links are also maintained with major local trusts and other funders such as The Big Lottery Fund.

The organisation has also developed a strong partnership with South Gloucestershire Council over the past 5 years, resulting in extensive dance development work across the unitary authority area.

GD has played a prominent role in establishing the newly formed 'Create Gloucestershire': an umbrella organisation for the county's arts partners to enable them to work together on arts strategies and income generation.

GD works to promote dance opportunities with a diverse range of partners including the local authority, the University of Gloucestershire, other charities, Social Services, NHS partners, the Youth Service, physical activity promoters, schools, colleges, venues and other arts and dance organisations.

We continue to work closely with the National Star College and national partners working to progress issues around dance and disability, including Candoco and StopGap dance companies.

The charity is a founding partner in Dance South West and attends meetings, and northern sub-group meetings, on a regular basis.

### **Risk Management**

The trustees have a risk management strategy which comprises:

- An ongoing review of the risks the charity may face
- The establishment of systems and procedures to mitigate those risks identified in the plan; and

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

The programme of work is set out in a rolling three year business plan which ensures that the proposed level of activity is within GD's financial and human resource capabilities. The plan is approved by the Trustees before implementation. Projects are not initiated unless adequately funded.

Operational and financial policies and procedures are continually reviewed and updated and a minimum training requirement has been set to ensure all staff are sufficiently equipped to carry out their duties in a safe and responsible way. Continuing professional development is encouraged for all members of staff.

All GD personnel, including volunteers, are required to undergo an enhanced Criminal Records Bureau disclosure prior to engagement.

## **Objectives and Activities**

The object of the charity is:

To foster and promote the maintenance, improvement and advancement of education through the development of the art of dance in particular, but not exclusively, in the county of Gloucestershire.

GD seeks to make Gloucestershire a renowned centre of dance creativity and energy, with a focus on inclusive practice. We take a national lead, with partners, on the development of dance leadership and integrated dance development.

GD networks and nurtures choreographers, dance leaders, teachers and performers and works to engage and inspire a diverse range of audiences and participants within and beyond the County.

We do this as an independent organisation working in close partnerships and consortia, by:

- providing dance expertise, information and networking structures;
- developing training and pathways for talent and professional development;
- improving physical and emotional wellbeing of the vulnerable and disadvantaged, through inspiring projects and partnerships, and by working in partnership with schools, youth and community groups;
- co-ordinating a range of platforms, festivals, showcases and dance tasters;
- working with local promoters on programming, co-promotion and commissioning;
- working in partnership with a broad range of arts and non-arts organisations, charities, agencies, statutory bodies and the media, and towards the aims of broader social strategies;
- investing in our Board, staff and volunteers.

## **Public Benefit**

In planning GD's activities for the year the trustees kept in mind the Charity Commission's guidance on public benefit.

The focus of GD's activities during the year, which explains the delivery by GD of public benefit, is set out below under Review of the Year.

## Review of the Year

### Organisational Development

#### **Partners and Stakeholders:**

GD continues to work within the Dance South West partners' network to address regional and national objectives for dance. This has included sitting on the Steering Group and providing managerial and administrative support for Dance South Gloucestershire.

In 2010/11, GD has focused on sustaining and developing partnerships and consortia to support GD's vision and strategic objectives.

The Director was an active participant in consultant led review of the arts in Gloucestershire, working with affiliate organisations within Gloucestershire Arts Framework. This resulted in the formation of a new strategic arts framework for the County, called Create Gloucestershire.

Partnership development work was also undertaken with the northernmost partners within Dance South West, namely Bristol City Council, Bath ICIA, Dance South Gloucestershire, Wiltshire Dancing and Swindon Dance.

Other key partners during the year have been:

- Education and leadership partners including University of Gloucestershire, and the Exercise, Movement and Dance Partnership
- Disability partners, predominantly The National Star College and Candoco Dance Company
- Physical activity partners Active Gloucestershire and the Schools Sports Partnerships
- Gloucestershire County Council commissioners and officers
- the Youth Service
- The Roses Theatre and Prema Arts Centre
- Age Concern Gloucestershire

GD has received funding and support from a variety of different individuals, organisations and local authority directorates as funders, advocates, advisors and volunteers and would like to thank them for their generosity.

#### **Human Resources:**

GD employed an average of 20 staff throughout the year. The team was developed by the end of the financial year to comprise:

##### Full Time

- Director
- Programme Manager
- Programme Coordinator
- Dance Development Manager - DSG
- Administrator
- 2 x Programme Assistants

##### Part Time

- Business Manager
- Events Co-ordinator
- Education Associate
- 2 x Associate Artists
- Dance Leaders, Apprentices & Assistants

In addition, GD employed 33 freelance artists and arts professionals, as well as the services of 8 companies.

Notable changes in personnel during the year were:

- The post of Youth Coordinator was made redundant in August 2010;
- Lucy Howell completed her temporary appointment as Temporary Inclusion Coordinator in June 2010;
- Trainee Dance & Disability Leader Anna Crofts and Youth Apprentice Ailsa Hardy were both promoted to take up full time posts as Programme Assistants from September and July 2010 respectively;
- Tyler Attwood completed his Youth Ambassador placement in July 2010;
- A new full time Programme Coordinator, Laura Simpson, took up post in August 2010;
- Janet Earl's fixed term contract as Information and Communications Assistant and Rob Luther's Business Development Assistant contract both ended, as planned, in March 2011.

GD continued to invest in the training and development of both its staff and freelance associates throughout 2010/11, with a focus on developing a dance leadership team able to work inclusively and in a range of settings and contexts.

Training undertaken by staff, and financially supported by GD, included: courses by professional companies (including Rambert, Motionhouse and Candoco), a dance and health training day, the Clore cultural leadership programme, the Dance Diploma in Teaching and Learning at Swindon Dance, monitoring and evaluation, employment law, briefing on the Equalities Act, as well as mandatory training in first aid, health & safety and child and vulnerable adult protection.

***Strategic Development and Systems:***

GD implemented significant procedural and systems improvements through internal assessment with a PQASSO mentor, and implementation of a new central contact management system.

A programme and staff structural review was undertaken in spring 2010, resulting in changes to the staff structure and the recognition of Inclusion as core to all the work of the organisation.

Staff reviewed progress against the strategic plan at an away-day in September 2010, followed by a Board visioning session. This informed revised strategic aims and the rolling 3-year business plan, which is reported on quarterly at Board meetings.

**Education and Youth**

***Gd: Tailor-Made***

In 2010/11, GD has strongly promoted its inclusion expertise.

GD has delivered 30 contracts ranging from 1 hour to 12 months in length. 289 dance sessions have been provided for organisations requiring training, choreographic support, workshops or courses. Work delivered includes:

- teaching and lecturing services for young people with disabilities
- choreographic support for school teachers
- cultural awareness, cross-arts projects and arts weeks in mainstream schools
- one-off workshops and term or year-long courses and performance opportunities for young people with special needs in the community and at special schools
- project management and delivery of multi-activity weekend clubs for young people with disabilities
- youth inclusion courses in youth centres, venues and community centres
- taster sessions at events, such as Summer off the Streets (Cotswolds District Council) and The Big Leisure Event and SEN Games (Active Gloucestershire).

GD's main clients this year have been: Candoco Dance Company (UK), The Everyman Theatre, Active Gloucestershire and The Guideposts Trust (Gloucestershire), The Roses Theatre (Tewkesbury), Kingfisher Church and Milestone School (Gloucester), The National Star College and Bournside School (Cheltenham), Forest Pulse and Dean Magna School (Forest of Dean) and Allsorts Inclusive Youth Club (Stroud).

### **Youth Talent Development**

The previous year's youth talent intake of 33 completed their courses in May and June 2010. 59 young people auditioned for this year's opportunity to develop their creativity and confidence and 11 were talent spotted.

From September 2010 to the end of the financial year, 38 young people aged between 10 and 21 benefited from dance courses including theatre trips, a professional photoshoot, masterclasses and collaborative work with other youth companies, choreographic residencies and performances, as well as technique and creative classes.

GD3 events were introduced bringing the 3 companies, including urban, contemporary and disabled dancers, in to one space to work creatively together, and learn from each other.

The 3 county youth companies GD ran were:

- Gd: Youth Company (contemporary, creative dance for 14-21 year olds)
- Gd: Urban (break dance, hip hop and other urban styles for 10-17 year olds)
- Company INC (for gifted & talented disabled young people aged 12-16)

GD's own Associate Artist, Marie-Louise Flexen worked with Gd:Youth Company members to create an exceptionally powerful and professional piece called 'Conflict Diamonds'. This was performed at Gd:Youth Festivals and will also be performed at a SW platform in Taunton. Swindon Dance Associate Banxy worked with Gd:Urban who have performed at GD's festivals and the Cheltenham School Sports Partnership event.

Gd:Urban also benefited from guest teachers and a chance to workshop with another urban youth company thanks to a partnership developed with 2FaceD Dance Company.

Company INC's Leaders Anna Crofts and Ailsa Hardy benefited from the opportunity to develop their own choreographic talents, and Company INC members were also able to work with Candoco dancers to create a collaborative piece with Cheltenham SSP's gifted and talented dancers.

### **Gd:Youth**

GD has benefited from working towards Youth Dance England goals supported by funding from Dance South West. This enabled strategic work with Gloucestershire's 5 School Sports Partnerships, and resulted in 2 new partnership dance platforms.

GD also worked to improve the physical and emotional wellbeing of young people aged 11-19 thanks to an 18 month contract from Gloucestershire County Council's Children & Young People's Directorate. This year, we worked intensively through dance courses and masterclasses with 235 young people, and achieved impact on others through performance (youth audiences) and our online youth forum.

The investment also allowed GD to develop 2 youth apprentices over 9 months (to July 2010), to offer subsidised places to young leaders on our *Lead In* course, to invest in CPD for youth leaders, and to offer youth centre outreach sessions.

Through this contract, 5 new district groups have been established, 4 of which will continue as they were set up with district partners in Cirencester, Tewkesbury, the Forest of Dean, Stroud and Gloucester. This framework of inclusive and accessible courses enabled social workers and lead professionals to confidently refer young people who have been through the Common Assessment Framework.

### **Inclusion Programme**

#### **Gd: Velcro**

GD continued to benefit from funding via The Big Lottery Reaching Communities programme. This has enabled us to develop more robust pathways and a higher profile for disabled artists and dance participants.

This financial year, the following was achieved:

- **Velcro Dance Company:**  
3 disabled and 3 non-disabled dancers, including 1 apprentice, benefited from working with internationally renowned choreographer Marc Brew, and composer Tiago Olivieri. The resulting 20 minute performance piece premiered at Prema Arts Centre near Stroud, and toured within the South West.

GD secured a further commission for the company through Arts Council England's Impact fund. This enabled the creation of an underwater film called 'Beyond the Surface', choreographed and directed by Marie-Louise Flexen and filmmaker Kevin Clifford. The film was premiered to an invited audience of arts professionals and dance artists at Colwell Arts Centre in January 2011, and is being shown in spring 2011 on the BBC's Big Screens throughout the UK.

The company also benefited from 2 weeks of R&D enabling the exploration of different training, warm up and creative development techniques and tools, including work in water.

- **Tertiary dance education.** GD continued to provide lecturing services for the National Star College working with students on the Performing Arts course and maintaining a youth performance company called *Crystal*.
- **Disabled artist training:** GD has built on evaluation from its pilot disabled artists' course, called Ignite, a modular course which benefited 27 participants and ended in May 2010. Partners were secured and preparation undertaken for a week-long leadership and choreography course to take place at The National Star College in May 2011. In addition to the course, GD has been able to support 2 disabled dance leader trainees through mentoring and courses, a disabled apprentice within Velcro Dance Company, a disabled mentee on the *Beyond the Surface* project, and 3 disabled artists with fundraising applications to further develop their own work initiated at the Ignite pilot. GD provided project management and a mentor in choreography for disabled artist Aislinn Lewis, who produced a 15 minute film with Arts Council England Impact funding.
- **Integrated adult classes:** GD continued to run its 2 community courses for adults with disabilities (Parallel in Stroud and VIA near Cheltenham). In addition, a course was run in Gloucester for dance leaders and professionals wishing to work in an integrated context.
- **Schools and community outreach:** the BBC Children-in-Need Appeal funding ended in August 2010 with a celebratory party for 120 pupils from the special schools involved over this 3-year project. GD has continued to provide services to special schools and community organisations. GD ran 3 popular inclusive Dance & Art days during half terms and holidays, enabling short breaks for families with disabled children.
- **Regional and national profile:**  
GD was contracted by Candoco Dance Company to manage the final year of their national programme of schools work within their 'Moving Bodies' project in the South West, Yorkshire, Essex, London and Wales. In addition, GD's Programme Manager and Education Associate have engaged with Candoco's national provocations, and on a national disability event GD will host in June 2011, aimed at improving production and promotional opportunities for disabled artists' work. GD has continued to work with the 'Pathfinders' Gloucestershire County Council commissioners and their team, attending 'Aiming Higher' networking meetings for providers working with disabled young people.

GD has supported staff and disabled artists to write applications and articles. Education Associate Louise Portlock wrote an article about the Ignite pilot, which was published in Animated magazine (Foundation for Community Dance) in Spring 2010.

## **Professional & Infrastructure Development Programme**

### ***Dance South Gloucestershire (DSG)***

GD has continued to provide services for South Gloucestershire Council in hosting DSG, resulting in extensive development of dance across the County's priority neighbourhoods. In particular, the DSG Development Manager has succeeded in developing strong youth dance provision, an inclusive dance programme (in partnership with Kingswood Foundation), a dance on prescription programme, and a schools dance improvement project and youth platform (Engage).

The DSG Development Manager also worked closely with YDE funded Schools Coordinator Lindsay Hall.

### ***Training Courses and Development***

- GD Education Associate, Louise Portlock, worked with national partners to address inclusion within the context of the emerging leadership accreditation structures. A plan was agreed to pilot the Foundation for Community Dance's 'Passport to Practice' model (of credits) for GD's disabled artists' course, Ignite. In addition, the Exercise, Movement and Dance Partnership (EMDP) began dialogue regarding development of an inclusive adaptation of their Level 3 Dance Leadership course. Louise Portlock and Velcro dancer Frank McDaniels will participate in the next course to clearly identify adaptation requirements.
- GD delivered its 'Lead In' course to develop basic dance leadership skills twice: once for community dance leaders in partnership with World Jungle in Dursley, near Stroud, and once for sports students at the University of Gloucestershire.
- The pilot Ignite training course for disabled artists ended in May 2010.
- GD staff and associates benefited from a 3 day course in Leadership, health and safety, first aid and Safeguarding the Arts.

### ***Placements and Apprenticeships***

- During this financial year 2 former trainees were promoted to full time Programme Assistant roles, undertaking a range of dance leadership and office administration. Youth Advocate Tyler Attwood completed his traineeship and was supported to secure his Level 1 Dance Leadership certificate.
- Two year 10 students benefited from work placements, as did a Youth Dance England 'Stride' student from South Gloucestershire.
- GD supported 6 volunteers

### ***Informal support***

- The Director also offered monthly advice surgeries, which have benefited 3 young dance graduates.
- GD has provided e-mail and verbal advice in dance to an average of 30 individuals per quarter.
- GD's website contains dance class provider and events / performance listings, as well as signposting advice for potential dance leaders and artists.

### ***Commissions and Support for Artists***

- GD continued to provide additional support to two Associate Artists, Marie-Louise Flexen and Russel Boodie.
- GD commissioned Marie-Louise Flexen to create a piece for Gd:Youth Company, Russel Boodie to create a piece for the DSG Youth Company and a site-specific piece with staff and youth dancers for the GD County Youth Festival, and Swindon Dance Associate Banxy to work with Gd:Urban
- GD commissioned choreographer Marie-Louise Flexen, composer Steve Skinley and filmmaker Kevin Clifford to produce Velcro's dance-for-camera piece *Beyond the Surface*.
- GD also commissioned choreographer Marc Brew and composer Tiago Olivieri to work with Velcro on production of *Feast*
- In addition, GD invited local urban leaders to apply for an opportunity to teach a block on our Gd:Urban course and to receive feedback and mentoring support, which Break Dance teacher Stan benefited from.

### **Youth Dance Development**

GD continued to host a Youth Dance Forum for organisations with a remit to deliver dance / performing arts, including the School Sports Partnerships, Active Gloucestershire, University of Gloucestershire, advanced skills teachers, World Jungle and Wyedance.

### **Audience Development**

#### **Promoter / Venue Support**

- GD's Director worked closely with venue managers and other arts directors to design a sustainable future for the arts sector in Gloucestershire. The two-year start up plan includes joint audience development initiatives;
- GD continued to forge a closer partnership with the Roses Theatre in Tewkesbury to establish the venue as dance-specialist, and to build a youth dance hub at the theatre;
- GD promoted the work of visiting contemporary dance companies, including distribution of education packs to SSPs and schools.

#### **Festivals and Events**

- *U-Dance Youth Dance Platforms:* Supported by a Dance South West (Youth Dance England) grant, GD worked closely with Cheltenham and North Tewkesbury, Gloucester, Stroud and the Forest of Dean school sports partnerships (SSPs) to establish more joined up working, and dance platforms.

GD set up a Forest Dance Forum with Wyedance and the Forest SSP to stage a platform in March 2011, which gave 20 schools and community groups (over 350 performers) the chance to dance for a sell out audience of 465. GD also supported Gloucester SSP with a cluster event at Barnwood (Performing Arts specialist) School. 8 primary groups participated and Barnwood's Year 10 Dance Leaders award students led warm ups.

GD selected 43 performance groups for a GD County Youth Festival, which took place early the following financial year.

GD also supported the promotion and judging of the first Red Cross dance choreography competition in Gloucester in July 2010.

- *Over 50s Taster Event:* GD partnered with Age Concern Gloucestershire and the PCT to stage a large-scale taster event called 'Keep Dancing' at Pittville Pump Rooms in Cheltenham. 235 participants enjoyed tasters in a range of styles including lindy hop, ballroom, Carnival and Contemporary, led by local teachers, and were provided with signposting and healthy lifestyle information.
- *Inclusion Events:* GD organised a party and sharing with an invited audience for young people from special schools involved in the 3-year BBC Children in Need Award project.

In addition, an inclusive platform was staged at The National Star College for 6 youth and adult groups that GD has been leading.

#### **PR, Marketing & Brand**

GD maintained a classes and events search facility on the organisation's website, which attracted the majority of online traffic (just over 3,000 page views). GD's site received 6,432 visits over the course of the year, 60% of which were new visitors, and 4,000 of whom were unique visitors.

The PR campaign was supported by regular press releases, resulting in an average of one article per month in the local newspapers. A GD special schools project was also featured on BBC Points West.

### **Summary of Achievements and Performance**

This has been an exceptionally strong year for GD in terms of internal consolidation and development, resulting in an expert and diversely skilled office and dance delivery team, a stronger Board with clear roles and responsibilities, and increased turnover.

The artistic quality and innovation of the production and events, as well as education, training and youth projects, has raised the standing of GD both locally and nationally. Alongside regional and national partners, GD has increased geographical reach, especially of its inclusive dance services.

The most significant achievements this year have been in:

- supporting the development of a total staff of 30 (including leavers), and 5 volunteers
- developing the skills and talents of dance leaders, young trainees and work placement students through CPD, apprenticeships, shadowing opportunities and training courses;
- producing 3 exceptionally strong dance works, including 2 on film;
- pioneering integrated dance under water, through research and development and production;
- successful completion of an extensive youth inclusion contract, improving the emotional and physical wellbeing of 11-19 year olds across the county;
- our contribution to broader arts infrastructure and development agendas, both nationally through our Gd:Velcro disability programme, and locally through our work in forming Create Gloucestershire, and
- retaining an inclusive ethos and approach in all projects and events.

Through the delivery of 84 projects in 2010/11 GD has engaged over 2,500 participants aged 4 to over 80 in its dance activities and reached audiences of just over 4,000.

## **Financial Review**

Total turnover for the period to 31 March 2011 was £380,531, an increase of 14% on the previous financial period. This is the highest level of turnover in the charity's history during a twelve month period.

Grant funding was received from a variety of sources including the Arts Council England, South West; local authorities; private trusts; the public sector as well as a private donation of £2,768 towards the continuation of a long running adult class at the National Star College. Grant funding accounted for 70% of the total income received, (2009/2010 65% and 2008/2009 55%).

The Arts Council provided a total of £82,582, £65,087 towards support costs and £17,495 to commission two new pieces of work on film. This accounted for 31% of the grant funding received, the Big Lottery accounted for one third of the total grant income received (£88,999). A further quarter, totalling £63,559 was received from Gloucestershire County Council towards support costs and a project with disadvantaged young people. Both the local authority and the Arts Council grants were reduced during the period following budget cuts by central government. The reduction in funding by Gloucestershire County Council resulted in the role of Education Officer being made redundant. Two further part time, fixed term support posts were not extended at the end of the financial year as funding streams came to an end.

During this period a grant of £10,000 was received from the LankellyChase Foundation as a partial contribution towards the post of Programme Manager. This is the third and final instalment from the foundation which has provided a total of £45,000 over the past three years. The post of Programme Manager is also partially supported by the Big Lottery grant.

Bank interest rates remained poor and despite increased levels of turnover investment income accounted for less than 1% of total turnover.

Income from charitable activities fell as a percentage of overall turnover from 34% in 2009/2010 to 29% in this financial period. One of the main income generators, revenue from the dance festivals held annually in March was not realised in this year as the event was not programmed until April 2011. Charitable income was also raised through the provision of dance workshops in schools; performance fees; youth group subscriptions and project management fees.

The BBC Children in Need Appeal funded project came to an end in August 2010 and earned income generated from subsidised workshops in special schools reduced. However, new contracts secured with the Guideposts trust to deliver the 'Of Course We Can' project and the

Kingfisher Church led to regular classes being established with both disabled and non disabled young people and adults.

The cost of fundraising fell from the previous year to £15,473, (£18,040 in 2009/2010). Time dedicated to fundraising continues to be an issue for the charity and the Trustees endeavour to provide support to the Director to ensure applications are maximised.

Governance costs represented 2% of overall expenditure as in the previous year. These included legal fees, costs of the independent examination and time spent by Senior Management on Board and sub committee meetings.

Overheads increased in this financial period with the installation of a new telephone system and additional IT software to provide greater data security. A new Business Contact Manager database was installed during the year and training provided to all office based staff.

No new assets were purchased or disposed of during the year.

The charity remains revenue funded by the Arts Council England until March 2012. The new financial year presents many challenges not least in the way the organisation is staffed beyond March 2012. The Trustees are committed to ensuring that the organisation continues but acknowledges that this may be in a more streamlined way. Existing partnerships with local educational establishments continue to strengthen and it is hoped that by sharing resources some economies may be achieved whilst benefitting from their fundraising expertise.

#### **Policy on Reserves**

It is the Trustees' policy to maintain sufficient funds to satisfy both the current programme of work as well as providing a base reserve of unrestricted funds. These funds may be used to cover a funding shortfall in a project, either to its planned conclusion or to bridge a gap in its targeted funding. In addition, there is a contingency fund available for unforeseen organisational obligations and future salary commitments.

At the balance sheet date no projects were in deficit.

#### **Plans for Future Periods**

GD has reaped the rewards of a successful income generation strategy over the past 2 years, winning larger grant, and more substantial service contracts.

GD's challenge in 2011/12 is to remodel the organisation to address the fact that funding cuts have resulted in loss of core funding from both Arts Council England and Gloucestershire County Council.

Thanks to our robust infrastructure, and strong tradition of maintaining a diverse income base, we are confident that this will be possible, but also recognise the need to focus resources on what we do best, maintaining a reputation for professionalism, excellence and specialist inclusion expertise.

Specifically, in light of reduced resources, aims for 2011/12 are to have:

- Established a sustainable new business model and office / creative base for GD
- Established accredited training courses
- Began to roll out nationally elements of the 'Gd:Velcro' disability pathways work, including consultancy, residencies and training
- Reviewed GD's youth talent development remit

#### **Organisational & Infrastructure Development**

- Complete PQASSO external assessment
- Maintain an engaged, well trained Board and staff with the necessary balance of skills and experience

- Establish a national steering group through which to progress dance and disability aims
- Work with the Create Gloucestershire Board to action Year 1 of the start up plan for the new local cross-arts infrastructure
- Work with the NARC and DSW (dance agency) networks to ensure services GD is no longer able to deliver are addressed and to lever in jointly raised funds
- Find a sustainable option for GD's future office and creative space needs
  
- Research emerging local commissioning opportunities
- Expand inclusion work in to new geographical markets, in particular building on the GD managed education element of Candoco's *Moving Bodies* project in Essex and Wales
  
- Maintain a concise, effective website, well interlinked with online forums and GD partners
- PR campaign aligned with GD's vision and aims
- Raising of finance for 1 high profile dance commission

### **Training & Development**

- Deliver Ignite disabled artists' course, and accompanying managed development programmes, and get the course accredited
- Work in partnership with EMDP towards writing of an inclusive adaptation of the existing (sports) Level 3 course
- Deliver 'Lead In' at University of Gloucestershire, and get the course accredited and promoted more widely
- Marketing of GD inclusion consultancy and training nationally
  
- Work with a GD Youth Forum, and GD's dance / local venue partners, to find a sustainable future for local youth talent development
- Continue to run GD's youth companies: Gd:Youth, Gd:Urban and Company INC (integrated)
- 1 county youth festival
- Support youth leaders through a Gloucester Fellowship scheme
- Scope apprentice support schemes for the following financial year
- Provide broad dance services to schools and community organisations to the end of the summer term, and then streamline the service to signposting only.

### **Inclusion (focus on disability)**

- Market research and promotion of Velcro lecture / demonstrations UK-wide
- Production of a dance-for-camera version of *Feast* with 6 dancers, led by choreographer Marc Brew
- 5 showings of Velcro films (*Feast* and *Beyond the Surface*)
- Production of Velcro teachers' packs and FE/HE lecturers' packs
- Host a national seminar for promoters and disabled artists at the National Star College
  
- Restructuring of Velcro in to sustainable locally based, R&D focused group, through bi-monthly R&D / sharing sessions
- Identification of local University associate and establishment of key research questions, shaping future programme of work
- Research in to similar groups working internationally and potential exchange / information sharing opportunities
  
- Tightening of links and pathways between special schools, Company INC, Crystal Dance Company (Star College) and Velcro associates, including consolidated work (and lecturing services) for University of Gloucestershire and the National Star College
- Work with Swindon Dance and other agencies to open up pathways for talented disabled dancers in to the Centres for Advanced Training
  
- Provision of dance services to special schools / community organisations and scoping of market for bookings outside Gloucestershire
- Continuation of management of Candoco's *Moving Bodies* project, resulting in ongoing work with at least 2 dance agencies / partners in other areas of the UK (to develop an inclusive programme of access work for children and young people)

- Review and development of GD's services to adults with disabilities
- Publication of at least 1 article drawing together learning from Gd:Velcro (Big Lottery supported) project
- Dissemination of learning at 3 national dance meetings / events
- Building of relationship and planning of small pilot project with Gloucestershire Young Carers
- Building of broader prospect database and promotion of services across a range of potential bookers working with vulnerable groups
- 

***Audience Development***

- Produce a site-specific piece for Gloucester Cathedral (Cheltenham Festivals commission), bringing together local artists and strong youth dancers
- Commission a large-scale, inclusive production as part of the Cultural Olympiad (subject to funding)
- Continue to promote events and classes through GD's website search facility and mailing list
- Stage a local inclusion platform in partnership with The National Star College
- Stage a County Dance Youth Festival

## Statement of Trustees' Responsibilities

**Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and its financial position at the end of the year. In preparing those financial statements the Trustees are required to follow best practice and to:**

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- observe the methods and principles in the Charity SORP;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2006 and Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for 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.

## Signature and Declaration

**Declaration:** I declare, in my capacity of charity trustee, that:  
the trustees have approved the report above: and  
have authorised me to sign it on their behalf.

Signature: \_\_\_\_\_

Full Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

**Gloucestershire Dance**  
**Statement of Financial Activities**  
**12 Months ended 31 March 2011**

|  | note | Unrestricted<br>Funds<br>2011<br>£ | Restricted<br>Funds<br>2011<br>£ | Total<br>2011<br>£ | Total<br>2010<br>£ |
|--|------|------------------------------------|----------------------------------|--------------------|--------------------|
| <b>INCOMING RESOURCES</b>                      |      |                                    |                                  |                    |                    |
| Incoming Resources from generated funds        |      |                                    |                                  |                    |                    |
| Voluntary income                               | 2    | 86,287                             | 180,814                          | 267,101            | 216,518            |
| Investment income                              | 3    | 2,359                              | 0                                | 2,359              | 1,712              |
| Incoming Resources from charitable activities  | 4    | 64,530                             | 46,541                           | 111,071            | 115,172            |
| <b>Total Incoming Resources</b>                |      | <b>153,176</b>                     | <b>227,355</b>                   | <b>380,531</b>     | <b>333,402</b>     |
| <b>RESOURCES EXPENDED</b>                      |      |                                    |                                  |                    |                    |
| Costs of generating funds                      |      |                                    |                                  |                    |                    |
| Costs of generating voluntary income           | 5    | 14,273                             | 1,200                            | 15,473             | 18,040             |
| Costs of charitable activities                 | 6    | 154,321                            | 201,187                          | 355,508            | 281,369            |
| Governance costs                               | 5    | 7,426                              | 0                                | 7,426              | 6,284              |
| <b>Total Resources Expended</b>                |      | <b>176,020</b>                     | <b>202,387</b>                   | <b>378,407</b>     | <b>305,693</b>     |
| <b>Net Incoming resources before transfers</b> |      | <b>(22,844)</b>                    | <b>24,968</b>                    | <b>2,124</b>       | <b>27,709</b>      |
| Gross Transfers Between Funds                  | 16   | 39,481                             | (39,481)                         | 0                  | 0                  |
| <b>Net Incoming Resources after Transfers</b>  |      | <b>16,637</b>                      | <b>(14,513)</b>                  | <b>2,124</b>       | <b>27,709</b>      |
| Net movement in funds                          |      | 16,637                             | (14,513)                         | 2,124              | 27,709             |
| Total Funds brought forward                    |      | 102,975                            | 69,002                           | 171,977            | 144,268            |
| <b>Total Funds carried forward</b>             |      | <b>119,612</b>                     | <b>54,489</b>                    | <b>174,101</b>     | <b>171,977</b>     |

## Gloucestershire Dance

### Balance Sheet

As at 31 March 2011

|  | note | Unrestricted<br>Funds<br>2011<br>£ | Restricted<br>Funds<br>2011<br>£ | Total<br>2011<br>£ | Total<br>2010<br>£ |
|--|------|------------------------------------|----------------------------------|--------------------|--------------------|
| <b>Fixed Assets</b>                          |      |                                    |                                  |                    |                    |
| <b>Tangible assets</b>                       | 11   | 6,801                              | 0                                | 6,801              | 10,646             |
|  |      | <b>6,801</b>                       | <b>0</b>                         | <b>6,801</b>       | <b>10,646</b>      |
| <b>Current Assets</b>                        |      |                                    |                                  |                    |                    |
| Debtors                                      | 12   | 12,947                             | 2,812                            | 15,759             | 21,999             |
| Cash at bank and in hand                     |      | 103,484                            | 59,292                           | 162,776            | 164,202            |
|  |      | <b>116,431</b>                     | <b>62,104</b>                    | <b>178,535</b>     | <b>186,201</b>     |
| <b>Liabilities</b>                           |      |                                    |                                  |                    |                    |
| <b>Creditors falling due within one year</b> | 13   | (3,620)                            | (7,615)                          | (11,235)           | (24,870)           |
| <b>Net Current Assets</b>                    |      | <b>112,811</b>                     | <b>54,489</b>                    | <b>167,300</b>     | <b>161,331</b>     |
| <b>Net Assets</b>                            |      | <b>119,612</b>                     | <b>54,489</b>                    | <b>174,101</b>     | <b>171,977</b>     |
| <b>Funds of the charity:</b>                 |      |                                    |                                  |                    |                    |
| Restricted income funds                      | 15   | 0                                  | 54,489                           | 54,489             | <b>69,002</b>      |
| Unrestricted income funds                    | 15   | 119,612                            | 0                                | 119,612            | <b>102,975</b>     |
| <b>Total Funds</b>                           |      | <b>119,612</b>                     | <b>54,489</b>                    | <b>174,101</b>     | <b>171,977</b>     |

Approved by the Trustees on 12 July 2011

.....  
Trustee

## **Gloucestershire Dance**

### **Notes to the Financial Statements**

### **12 Months ended 31 March 2011**

#### **1. Accounting Policies**

##### Basis of Accounting

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, the Companies Act 2006, Accounting and Reporting by Charities – Statement of Recommended Practice (SORP 2005), as amended 2008 and the Charities Act 2006.

##### Incoming Resources

- a) Voluntary income, investment income and income from charitable activities.  
These are included in the Statement of Financial Activities when:
- The charity becomes entitled to the income and conditions for receipt are met;
  - The trustees are reasonably certain they will receive it; and
  - The trustees are reasonably certain that the value can be reliably measured.
- b) Gifts in Kind  
Gifts in kind received are accounted for at a reasonable estimate of their value to the charity and are included in the financial statements when receivable.
- c) Volunteer Help  
The value of any volunteer help received is not included in the financial statements but is described in the annual report.
- d) Donated Facilities  
These are only included in incoming resources (with an equivalent amount in resources expended) where another party is bearing the financial cost of the resources supplied and the benefit is quantifiable, receivable and material.
- e) Deferred income  
Income is only deferred when received for core activities when it is clear that its' use will be for a future accounting period, e.g. a grant is received to provide for a core salary.
- f) Contingent liability  
Various funders retain the right to claw back grants should the funds not be spent in accordance with the terms of the grant. In the opinion of the Trustees no such liability exists at 31 March 2011.

##### Resources expended

Liability recognition - Generally liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure.

- a) Costs of generating funds are those costs incurred in attracting voluntary income.
- b) Charitable activities include expenditure, both direct and indirect, associated with the provision of dance activities and services.
- c) Governance costs include those incurred in the governance of the charity, primarily those costs associated with constitutional and statutory requirements.
- d) Support costs include the core costs associated with running the charity. They have been apportioned across activities on a basis consistent with the use of resources, e.g. staff costs by the time spent on an activity.

### Assets

a) Tangible fixed assets used by the charity

These are capitalised if they can be used for more than one year and cost at least £1,000. They are valued at cost or a reasonable value on receipt. The charity does not have a policy of revaluation.

b) Depreciation

Depreciation is calculated on the straight line basis less estimated residual value over estimated useful lives at the following rates:

|                          |                  |
|--------------------------|------------------|
| Computers and equipment: | over five years  |
| Dance Floor:             | over three years |

### Funds structure

The charity has a number of restricted income funds to account for situations where a donor has specified that a donation must be spent on a specific purpose or where funds have been raised for a specific purpose.

All other funds are unrestricted income funds. The funds held in each of these categories are disclosed in note 15.

### Pensions

All employees may opt to join the stakeholder pension scheme operated by HSBC Bank plc. This scheme is funded by employee contributions only and the charity acts as agent only in collecting and paying over employee pension contributions.

## 2. Voluntary Income

|  | <b>Unrestricted<br/>Funds<br/>2011<br/>£</b> | <b>Restricted<br/>Funds<br/>2011<br/>£</b> | <b>Total<br/>2011<br/>£</b> | <b>Total<br/>2010<br/>£</b> |
|--|--|--|-----------------------------|-----------------------------|
| <b>Grants &amp; donations received</b>                     |  |  |                             |                             |
| <b>Grants received up to £1,000</b>                        | <b>1,000</b>                                 | <b>1,000</b>                               | <b>2,000</b>                | <b>2,325</b>                |
| <b>Grants received from £1,001 to £5,000</b>               |  |  |                             |                             |
| Private donation   | 0  | 2,768                                      | 2,768                       |                             |
| South West Foundation                                      | 0  | 3,999                                      | 3,999                       |                             |
|  | <b>0</b>                                     | <b>6,767</b>                               | <b>6,767</b>                | <b>18,714</b>               |
| <b>Grants received over £5,000</b>                         |  |  |                             |                             |
| Arts Council England, South West                           | 65,087                                       |  | 65,087                      |                             |
| Arts Council England, South West – Ignite Funding          | 0  | 17,495                                     | 17,495                      |                             |
| Big Lottery Fund   | 0  | 88,999                                     | 88,999                      |                             |
| Glos. County Council, Arts Development                     | 10,200                                       |  | 10,200                      |                             |
| Glos. County Council, Children & Young Peoples Directorate | 10,000                                       | 43,359                                     | 53,359                      |                             |
| South Gloucestershire Unitary Authority                    | 0  | 7,720                                      | 7,720                       |                             |
| The BBC Children in Need Appeal                            | 0  | 5,474                                      | 5,474                       |                             |
| The LankellyChase Foundation                               | 0  | 10,000                                     | 10,000                      |                             |
|  | <b>85,287</b>                                | <b>173,047</b>                             | <b>258,334</b>              | <b>195,479</b>              |
| <b>Total Incoming Resources from Voluntary Income</b>      | <b>86,287</b>                                | <b>180,814</b>                             | <b>267,101</b>              | <b>216,518</b>              |

## 3. Investment Income

All the investment income is derived from interest bearing current and deposit accounts.

#### 4. Incoming resources from charitable activities

Income was earned from the following sources:

|  | Unrestricted<br>Funds | Restricted<br>Funds | Total          | Total          |
|--|-----------------------|---------------------|----------------|----------------|
|  | 2011<br>£             | 2011<br>£           | 2011<br>£      | 2010<br>£      |
| <b>Access &amp; Inclusion</b>                        |                       |                     |                |                |
| Workshop fees & INSETS                               | 1,408                 | 2,658               | 4,066          | 7,860          |
| Subscriptions & audition fees                        | 725                   | 0                   | 725            | 1,150          |
| Performance fees                                     | 0                     | 856                 | 856            | 0              |
| Dance days   | 0                     | 76                  | 76             | 432            |
| Other income   | 0                     | 35                  | 35             | 10             |
|  | <b>2,133</b>          | <b>3,625</b>        | <b>5,758</b>   | <b>9,452</b>   |
| <b>Education &amp; Youth</b>                         |                       |                     |                |                |
| Workshop fees & INSETS                               | 14,419                | 16                  | 14,435         | 1,982          |
| Subscriptions & audition fees                        | 4,936                 | 1,906               | 6,842          | 5,993          |
| Dance Days   | 0                     | 0                   | 0              | 225            |
| Training fees  | 0                     | 480                 | 480            | 0              |
| Other income   | 74                    | 48                  | 122            | 0              |
|  | <b>19,429</b>         | <b>2,450</b>        | <b>21,879</b>  | <b>8,200</b>   |
| <b>Audience Development</b>                          |                       |                     |                |                |
| Advertising revenue                                  | 450                   | 0                   | 450            | 0              |
| Project management                                   | 0                     | 0                   | 0              | 680            |
| Festival entry fees & ticket sales                   | 3,721                 | 0                   | 3,721          | 18,231         |
| Programme sales                                      | 94                    | 0                   | 94             | 792            |
| Performance fees                                     | 0                     | 0                   | 0              | 2,068          |
| Other income   | 500                   | 0                   | 500            | 330            |
|  | <b>4,765</b>          | <b>0</b>            | <b>4,765</b>   | <b>22,101</b>  |
| <b>Professional &amp; Infrastructure Development</b> |                       |                     |                |                |
| Class subs   | 0                     | 279                 | 279            | 0              |
| Consultancy  | 200                   | 0                   | 200            | 225            |
| Lecturing services                                   | 10,000                | 0                   | 10,000         | 7,450          |
| Project management                                   | 21,194                | 23,590              | 44,784         | 37,656         |
| Workshop fees & INSETS                               | 4,660                 | 10,905              | 15,565         | 19,308         |
| Subscriptions & audition fees (DSG)                  | 0                     | 3,070               | 3,070          | 2,600          |
| Training fees  | 685                   | 1,000               | 1,685          | 2,442          |
| Ticket sales   | 0                     | 171                 | 171            | 285            |
| Other income   | 1,464                 | 1,451               | 2,915          | 5,453          |
|  | <b>38,203</b>         | <b>40,466</b>       | <b>78,669</b>  | <b>75,419</b>  |
| <b>Total</b>   | <b>64,530</b>         | <b>46,541</b>       | <b>111,071</b> | <b>115,172</b> |

## 5. Allocation of support costs

Support costs have been allocated as shown in the table below. These costs are further apportioned between the four main charitable activities undertaken, (see note 6). Support costs are allocated on a basis consistent with the use of resources.

|                                   | <b>Costs of<br/>generating<br/>voluntary<br/>income</b> | <b>Costs of<br/>charitable<br/>activities</b> | <b>Governance</b> | <b>Total</b>   |
|-----------------------------------|---|---|-------------------|----------------|
|                                   | <b>£</b>  | <b>£</b>                                      | <b>£</b>          | <b>£</b>       |
| <b>Unrestricted Support costs</b> |   |   |                   |                |
| Core salaries                     | 12,913  | 114,189                                       | 5,248             | 132,350        |
| Core marketing                    | 106   | 317   | 0                 | 423            |
| Overheads                         |   |   |                   |                |
| General office overheads          | 1,254   | 28,593  | 994               | 30,841         |
| Audit fees                        | 0   | 0   | 1,134             | 1,134          |
| Legal fees                        | 0   | 0   | 50                | 50             |
| <b>Restricted Support costs</b>   |   |   |                   |                |
| Core salaries                     | 200   | 16,065  | 0                 | 16,265         |
| General office overheads          | 1,000   | 0   | 0                 | 1,000          |
| <b>Total</b>                      | <b>15,473</b>   | <b>159,164</b>                                | <b>7,426</b>      | <b>182,063</b> |

## 6. Analysis of charitable expenditure

Gloucestershire Dance undertakes direct charitable activities only and does not make grant payments.

|                                    | Access &<br>Inclusion | Education &<br>Youth | Audience<br>Development | Professional &<br>Infrastructure<br>Development | Total          |
|------------------------------------|-----------------------|----------------------|-------------------------|---|----------------|
|                                    | £                     | £                    | £                       | £   | £              |
| Staff wages                        | 39,173                | 34,016               | 121                     | 34,592  | 107,902        |
| Artists fees                       | 26,244                | 7,226                | 0                       | 6,944   | 40,414         |
| Travel expenses &<br>accommodation | 7,447                 | 4,365                | 97                      | 2,588   | 14,497         |
| Venue hire                         | 4,571                 | 3,075                | 815                     | 1,745   | 10,206         |
| Technical support                  | 292                   | 0                    | 542                     | 0   | 834            |
| Marketing & publicity              | 3,991                 | 695                  | 0                       | 409   | 5,095          |
| Costumes/props &<br>resources      | 4,454                 | 1,356                | 98                      | 984   | 6,892          |
| Catering & sundry<br>expenses      | 234                   | 331                  | 51                      | 1,482   | 2,098          |
| Volunteer expenses                 | 3,039                 | 45                   | 0                       | 205   | 3,289          |
| Training expenses                  | 1,352                 | 1,911                | 0                       | 1,829   | 5,092          |
| Bad debts                          | 0                     | 0                    | 0                       | 25  | 25             |
| Support costs                      | 61,172                | 35,569               | 22,369                  | 40,054  | 159,164        |
| <b>Total</b>                       | <b>151,969</b>        | <b>88,589</b>        | <b>24,093</b>           | <b>90,857</b>                                   | <b>355,508</b> |
| Analysis between funds:            |                       |                      |                         |   |                |
| Unrestricted funds                 | 53,396                | 37,016               | 23,768                  | 40,141  | 154,321        |
| Restricted fund                    | 98,573                | 51,573               | 325                     | 50,716  | 201,187        |
| <b>Total</b>                       | <b>151,969</b>        | <b>88,589</b>        | <b>24,093</b>           | <b>90,857</b>                                   | <b>355,508</b> |

## 7. Analysis of support for charitable expenditure

|  | Access & Inclusion | Education & Youth | Audience Development | Professional & Infrastructure Development | Total          |
|--|--------------------|-------------------|----------------------|---|----------------|
|  | £                  | £                 | £                    | £   | £              |
| Costs                                    | 151,969            | 88,589            | 24,093               | 90,857                                    | 355,508        |
| Revenue                                  | (5,758)            | (21,879)          | (4,765)              | (78,669)                                  | (111,071)      |
| <b>Net cost funded from other income</b> | <b>146,211</b>     | <b>66,710</b>     | <b>19,328</b>        | <b>12,188</b>                             | <b>244,437</b> |

## 8. Trustees' expenses

No such expenses were incurred during this period or during the previous period.

## 9. Staff costs

|                                     | 2011<br>£      | 2010<br>£      |
|-------------------------------------|----------------|----------------|
| Gross wages & salaries              | 237,133        | 175,119        |
| Employer's national insurance costs | 19,383         | 13,850         |
| <b>Total Staff Costs</b>            | <b>256,516</b> | <b>188,969</b> |

The average number of full time equivalent employees (including part time and casual staff) during the period was as follows:

|                           | 2011<br>Number | 2010<br>Number |
|---------------------------|----------------|----------------|
| Costs of generating funds | 1              | 1              |
| Charitable activities     | 18             | 14             |
| Governance                | 1              | 1              |
| <b>Total</b>              | <b>20</b>      | <b>16</b>      |

No employees earned emoluments in excess of £60,000

## 10. Independent Examination

|  | 2011<br>Ind. Exam<br>£ | 2010<br>Ind. Exam<br>£ |
|--|------------------------|------------------------|
| Independent Examination fees for reporting on the financial statements | 1,134                  | 1,070                  |

## 11. Tangible Fixed Assets

|                         | Computers &<br>Equipment<br>£ | Dance Floor<br>£ | Total<br>£    |
|-------------------------|-------------------------------|------------------|---------------|
| <b>Cost</b>             |                               |                  |               |
| At 1 April 2010         | 25,284                        | 1,657            | 26,941        |
| Additions               | 0                             | 0                | 0             |
| Disposals               | 0                             | 0                | 0             |
| <b>At 31 March 2011</b> | <b>25,284</b>                 | <b>1,657</b>     | <b>26,941</b> |
| <b>Depreciation</b>     |                               |                  |               |
| At 1 April 2010         | 14,688                        | 1,607            | 16,295        |
| Disposals               | 0                             | 0                | 0             |
| Charge for period       | 3,845                         | 0                | 3,845         |
| <b>At 31 March 2011</b> | <b>18,533</b>                 | <b>1,607</b>     | <b>20,140</b> |
| <b>Net Book Value</b>   |                               |                  |               |
| At 31 March 2010        | <b>10,596</b>                 | <b>50</b>        | <b>10,646</b> |
| <b>At 31 March 2011</b> | <b>6,751</b>                  | <b>50</b>        | <b>6,801</b>  |

## 12. Debtors

|  | Amounts falling due<br>within one year |               | Amounts falling due<br>after more than one<br>year |             |
|--|--|---------------|--|-------------|
|  | 2011<br>£                              | 2010<br>£     | 2011<br>£  | 2010<br>£   |
| Trade debtors                              | 11,747                                 | 9,427         | 0  | 0           |
| Other debtors                              | 160                                    | 160           | 0  | 0           |
| Prepayments                                | 1,903                                  | 980           | 0  | 0           |
| Accrued income                             | 1,949                                  | 11,432        | 0  | 0           |
| <b>Closing balance as at 31 March 2011</b> | <b>15,759</b>                          | <b>21,999</b> | <b>NONE</b>  | <b>NONE</b> |

## 13. Creditors

|  | Amounts falling due<br>within one year |               | Amounts falling due<br>after more than one<br>year |             |
|--|--|---------------|--|-------------|
|  | 2011<br>£                              | 2010<br>£     | 2011<br>£  | 2010<br>£   |
| Trade creditors                            | 3,434                                  | 9,989         | 0  | 0           |
| Credit card balance                        | 569                                    | 848           | 0  | 0           |
| Accruals                                   | 7,232                                  | 13,853        | 0  | 0           |
| Deferred income                            | 0                                      | 180           | 0  | 0           |
| <b>Closing balance as at 31 March 2011</b> | <b>11,235</b>                          | <b>24,870</b> | <b>NONE</b>  | <b>NONE</b> |

## 14. Deferred income

Income released to incoming resources comprised of income received in the last financial year to provide for a workshop in this current period.

|  | £        |
|--|----------|
| <b>Balance as at 1 April 2010</b>          | 180      |
| Amount released to incoming resources      | (180)    |
| Amount deferred during the period          | 0        |
| <b>Closing Balance as at 31 March 2011</b> | <u>0</u> |

## 15. Analysis of charitable funds

### Analysis of unrestricted fund movements

| Fund Names             | Access & Inclusion | Education & Youth | Audience Development | Professional & Infrastructure Development | Total            |
|------------------------|--------------------|-------------------|----------------------|---|------------------|
|                        | £                  | £                 | £                    | £   | £                |
| Incoming resources     | 2,133              | 19,429            | 4,765                | 126,849                                   | <b>153,176</b>   |
| Expenditure            | (2,024)            | (7,712)           | (1,399)              | (164,885)                                 | <b>(176,020)</b> |
| Transfers              | 0                  | (1,929)           | (955)                | 42,365                                    | <b>39,481</b>    |
| <b>Net Movement</b>    | <b>109</b>         | <b>9,788</b>      | <b>2,411</b>         | <b>4,329</b>                              | <b>16,637</b>    |
| Opening Balance        | 2,362              | 10,390            | 8,374                | 81,849                                    | <b>102,975</b>   |
| <b>Closing Balance</b> | <b>2,471</b>       | <b>20,178</b>     | <b>10,785</b>        | <b>86,178</b>                             | <b>119,612</b>   |

### Analysis of restricted fund movements

| Fund Names             | Access & Inclusion | Education & Youth | Audience Development | Professional & Infrastructure Development | Total            |
|------------------------|--------------------|-------------------|----------------------|---|------------------|
|                        | £                  | £                 | £                    | £   | £                |
| Incoming resources     | 132,360            | 45,809            | 0                    | 49,186                                    | <b>227,355</b>   |
| Expenditure            | (98,772)           | (51,572)          | (326)                | (51,717)                                  | <b>(202,387)</b> |
| Transfers              | (39,481)           | (3,815)           | 2,610                | 1,205                                     | <b>(39,481)</b>  |
| <b>Net Movement</b>    | <b>(5,893)</b>     | <b>(9,578)</b>    | <b>2,284</b>         | <b>(1,326)</b>                            | <b>(14,513)</b>  |
| Opening Balance        | 26,093             | 19,573            | (2,284)              | 25,620                                    | <b>69,002</b>    |
| <b>Closing Balance</b> | <b>20,200</b>      | <b>9,995</b>      | <b>0</b>             | <b>24,294</b>                             | <b>54,489</b>    |

### Funds description and purposes:

#### Access & Inclusion

*Gd:Velcro* – a comprehensive programme of disability and integrated dance comprising:

- a service for special schools, day centres and others providing workshops / courses for those with disabilities, learning difficulties and/or other behavioural / health needs
- short breaks and Dance & Art half-term / holiday days bringing together children and young people with and without disabilities
- weekly integrated classes for adults

- professional integrated dance company Velcro
- research and development in other areas of inclusive work, eg. mental health

### **Education & Youth**

- Youth Dance Forum – convening a group of professionals with a remit to develop dance within their organisations / School Sports Partnerships
- Gd:Tailor-Made - provision of specialist and/or expert dance services and resources, including teacher training, choreographic support and projects and workshops for those with Special Educational Needs

#### *Youth Talent Development:*

- running Gd:Youth Co, Gd:Urban and Company INC (for disabled young people), our 3 county youth dance companies
- developing strong links with the South West's Centre for Advanced Training, based at Swindon Dance

*Gd:Youth:* a programme of work to improve the emotional wellbeing of young people aged 11 – 19, including:

- a referral system with partners, eg. Connexions, the PCT
- courses of dance run in association with district partners
- short-term projects tailored to the needs of groups of at risk young people
- leadership training and apprenticeships

### **Professional & Infrastructure Development**

- Lead In – dance leadership course for non-dance specialists
- disabled artist and leadership training and development
- training services (eg. to the County Council) in inclusive practice for mainstream dance providers
- volunteer, shadowing and assistant opportunities, work placements and apprenticeships
- in-house training for office and delivery staff in leadership skills, child protection and self-management
- commissions and shadowing opportunities for choreographers
- engagement with the broader arts sector through sitting on the Executive of Gloucestershire Arts Framework

GD also manages the agency for South Gloucestershire, (DSG), in partnership with South Gloucestershire Unitary Authority.

### **Audience Development & Events**

- maintenance of a core dance audience mailing list and production of a 'What's On' e-newsletter
- venue / dance promoter programming, marketing and promotional support
- a searchable database of classes and courses
- local promotion and advocacy for dance
- Festivals and taster events – county wide schools and community dance celebration

## 16. Transfers between funds

| Transfer to/from Unrestricted Funds | Amount £      | Transfer to/from Restricted Funds               | Amount £        | Purpose   |
|-------------------------------------|---------------|---|-----------------|---|
| Core                                | 38,518        | Access & Inclusion                              | (38,518)        | Contribution towards core costs   |
|                                     |               |   |                 |   |
|                                     |               | Education & Youth                               | (3,815)         | Adjustment to opening balances  |
|                                     |               | Audience Development                            | 2,610           |   |
|                                     |               | Professional & infrastructure development       | 1,205           |   |
|                                     |               |   |                 |   |
| Core                                | 2,884         | Transfer of surplus funds to support core costs |                 |   |
| Audience Development                | (955)         |   |                 |   |
| Education & Youth                   | (1,929)       |   |                 |   |
|                                     |               |   |                 |   |
| Core Capital                        | 750           | Access & Inclusion                              | (750)           | Purchase of a laptop  |
|                                     |               |   |                 |   |
| Core                                | 213           | Access & Inclusion                              | (213)           | Transfer of surplus funds from discontinued project to support core costs |
|                                     |               |   |                 |   |
| <b>Totals</b>                       | <b>39,481</b> | <b>Totals</b>                                   | <b>(39,481)</b> |   |

## 17. Other Information

- **Commitments and Guarantees.** The charity has no material commitments not provided in the financial statements and no guarantees to third parties at the period end.
- **Loans.** The charity has no loans.
- **Ex-Gratia payments.** No ex-gratia payments were made during the period.

## 18. Declarations

### Adequacy of assets to meet fund restrictions

Sufficient resources are held in an appropriate form to enable each fund to be applied in accordance with the restrictions imposed.