

LUDUS DANCE

Registered Company Number: 07729308

Charity Registration Number: 1144163

LUDUS DANCE

Company Limited by Guarantee

Trustees' Report and Financial Statements

For the year ended 31 March 2019



Ludus Dance

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Ludus Dance

Reference and administration details

Trustees

J Wareing
M Suringar
S Mansfield
H Machell
M J Close

Company Secretary and Registered Office

A Briggs
Assembly Rooms
King Street
Lancaster
Lancashire
LA1 1RE

Charity Registration Number

1144163

Company Registration Number

07729308

Principal Place of Business

Assembly Rooms
King Street
Lancaster
Lancashire
LA1 1RE

Independent Examiner

Michael Kyriakides
7 Forest Road
Sutton
Surrey
SM3 9NT

Ludus Dance

Trustees' Report

For the year ended 31 March 2019

The Trustees, who are also directors for the purposes of company law, present their report and the financial statements of the company for the year ended 31 March 2019.

Trustees

The directors who served during the year were:

J Wareing
M Suringar
S Mansfield
H Machell
M J Close

Introduction

Ludus Dance is the leading dance development charity in Lancashire. Our mission is to inspire, engage and empower through dance.

As a socially engaged arts charity within the specialist field of dance, we are committed to ensuring that exceptional art is conceived, delivered and experienced by communities across the North West. Nurturing talented people from all sections of the community means that we are able to reach those that would not normally engage with contemporary artistic practices. No matter the age, ability or background we use dance to empower individuals to take hold of their own futures, providing access to experiences for personal growth, health and enjoyment.

Our approach to developing innovative high quality artistic experiences underpins our commitment to creating life-changing experiences for people locally and regionally. Our work empowers and inspires by noticing and celebrating the individual in terms of referencing past achievements and future potential.

By working with different partners/collaborators from across the North West and beyond, we blur the boundaries between professional and community dance practices, enabling progression and professional development at all stages.

Founded in 1975 as a Dance in Education live performance touring company by Chris Thomson, Lesley Merwitzer, Penny Greenland, Anthony Peppiatt, Pauline Marshall, Nigel Charters and Julie Culshaw, Ludus Dance North West Dance in Education Ltd was originally constituted as a co-operative trading as Ludus Dance.

In 2011/12 the company changed its legal identity to that of a registered charity and company limited by guarantee, shifting the focus away from producing work for national touring to developing targeted dance development initiatives regionally. This also resulted in an internal restructure to streamline the organisation, therefore making it more sustainable.

With the success of our Arts Council England application in 2017 to remain within their portfolio of arts organisations, a new four-year business plan and suite of strategy documents was developed. Our reframed programme of activity constitutes six core strands of work to drive targeted delivery, financial investment and stakeholder/ partnership development.

Ludus Dance

Trustees' Report

For the year ended 31 March 2019

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

Ludus Dance is a Registered Charity and Company Limited by Guarantee, incorporated on 4th August 2011. A Board of Directors controls the overall strategic direction of the organisation and ensures regulatory and legal compliance. Directors are unpaid volunteers. Board members are recruited for the balance of skills that they can bring to the organisation. These are: Business planning and entrepreneurial skills, HR, equality and diversity, marketing, finance, fundraising, legal, governance and youth and community. These Board members may decide to form working groups as the Board expands. Currently the Board meets quarterly.

In 2019 the board agreed for the artistic direction of the organisation to be shared between the Chief Executive Officer and Business Development and Fundraising Manager.

Staffing

Ludus Dance also employs a core team of development officers to both deliver projects and to develop the organisation's offer to ensure ongoing financial and operational sustainability. Appropriate financial and administrative supporting roles and a Marketing and Communications Officer complete the team. Freelance artists are contracted for project delivery. Through Arts Council England's Catalyst Evolve programme, additional staff capacity was maintained in 2018-19 through two one-day a week posts (Administrative Assistant and a Community Fundraiser).

Over the last year staff have had the opportunity to attend a number of training programmes, including Team Building workshops, First Aid Training, Safeguarding, Visioning sessions with the board of trustees, Arts Award training, Fundraising, Google Analytics and Developing Corporate Relationships.

Charitable objects

The company is established to:

Encourage and advance the appreciation of the art of dance and its associated art forms by the public particularly by providing opportunities for people to create, watch and take part in dance predominantly but not exclusively in the North West of England.

These objects are supported by the core organisational mission of Ludus Dance: - To inspire, engage and empower through dance.

Our values are:

- Curiosity
- Ownership
- Inclusivity
- Openness
- Authenticity
- Belonging
- Play
- Kindness
- Innovation

The charitable objects, organisational mission and values provide the framework for all of the activities of Ludus Dance. These are articulated through our vision.

Ludus Dance

Trustees' Report

For the year ended 31 March 2019

Our vision is of a world where everyone has the right and ability to access excellently produced and delivered dance experiences leading to lifelong engagement in the arts. This vision centres on the essential aims of Cultural Engagement and Progression, Artistic Excellence in Production, Diverse People and Practices, Financial Rigour & Operational Rigour.

To help us deliver our mission, vision and core aims five core strands of activity were developed and tested. These were, Inclusion, Artist Development, Cultural Education and Heritage, Youth Dance and Talent Development, Studio Programme and Central Events.

Public benefit

In setting policy, the Board gives consideration to the guidance issued by the Charity Commission regarding the provision of public benefit. Ludus Dance contributes to the public benefit in carrying out its activities in order to achieve its charitable objectives in a range of different ways through:

- The provision of free and/or subsidised dance classes, workshops, courses and projects which contribute directly to the social, physical and mental health and wellbeing of the residents of Lancashire and beyond.
- The provision of paid work for freelance dance artists based in the North West, thus supporting and developing both the local and regional dance ecology.
- The co-production of dance performances, small festivals and other events
- Partnership working to develop robust arts programmes that engage local communities through a variety of themes
- Targeted career support, mentoring and guidance for regional emerging dance artists.

Trustees

No remuneration is paid to any Trustee for their services as a trustee, nor did any trustee have a material interest in any of the charity's contracts during the year.

Induction and training of Trustees

Board members are selected based upon professional skills to complement those of existing Board members. Induction involves meetings with the CEO and the Board, receiving copies of policies, business plans and accounts and attending Board meetings prior to appointment. New trustees also receive a Trustee welcome pack.

Share Capital

The charity is limited by guarantee and as such does not have a share capital.

Risk management

The Trustees and staff of Ludus Dance have conducted a review of the major risks to which the charity is exposed, and systems established to mitigate them are laid down by a written risk assessment strategy as appropriate to current circumstances. The strategy specifies actions to be taken to guard against a variety of risks with potential to impact on funding or activity. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and ensuring consistently high quality of delivery. These procedures are regularly reviewed and updated as necessary.

External partners

The organisation's principal investors in 2018-19 were:

- Arts Council England (ACE)
- Lancaster City Council (City)

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Trustees' Report

For the year ended 31 March 2019

Contribution of volunteers

The Charity is supported by highly experienced and dedicated volunteer Board members as well as a small number of volunteers who support the organisation more generally. Ludus Dance is keen to develop new and additional volunteers who can offer support to the organisation on both specific projects and more generally as and when needed. During the year, in addition to the Board, 25 individuals volunteered to help support a number of projects.

Achievements and performance of the Charity during the year.

Ludus Dance, in its eighth year as a charity, continued to build on its reputation as an organisation with a focus on CYP (Children & Young People) and targeting its work at people and places with least engagement to unlock and develop talent.

For the last year our AD/CEO and AD/Development Manager have been working to secure further financial investment to support ambition and growth. Our reframed programme has allowed us to clarify our key messages, thus gain further support, understanding and respect from key local and regional stakeholders. This coupled with a soft rebrand, has not only refreshed our image, but also our resolve.

More specifically in 2018/19 we:

- Commissioned the creation of 15 original performance works through multiple strands of activity
- Curated and took part in over 38 public events and performances
- Engaged with over 1700 individuals (6900 attendances) from across Lancashire and the North West through 750 workshops/ sessions
- Produced work seen by over 4600 people
- Employed 32 freelance artists for a total of 141 days of work
- Were supported by 25 local volunteers

Delivered a total of 25 professional development sessions, supporting the local dance ecology

- Engaged 7 undergraduate students and recent graduates through bespoke work placements and shadowing opportunities
- Worked across a total of 6 districts in Lancashire
- Co-produced a number of bespoke projects that delivered on a range of social and well-being agendas, for example Wonder-Full with Fable Arts

Testimonials

Since joining LYDC Juniors it has been lovely to see my daughter's confidence increase, she's become more active at home, she looks forwards to seeing her friends each week and the progress she's made in just a few weeks is incredible. She adores her dance instructor and I believe joining these classes has made her a happier more confident child. Thank you so much for the efforts you put in because it makes a high difference. – Jodie

What a fabulous, confidence-building and life affirming class for young people. The young dancers are free to be creative, to express themselves through movement and to dance like no one is watching! My daughter feels part of a team and has made friends with a group of enthusiastic and supportive people. We feel like we have joined the Ludus family. Thank you for giving these young people a chance to learn with friendly, kind and highly talented experts in their field. This is the kind of place that fosters a lifelong love of dance. – Sara Keith

We've had such an amazing day, Jenny was fantastic and I have loved working alongside her as have the children so thank you to you for organising that and of course to Jenny for her time and patience. – Eleri Berry, Foundation Stage Teacher at Silverdale

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For the year ended 31 March 2019

Highlights from our 2018-19 programme of activity

INCLUSION

Strengthening our vision of universal access, no matter background or ability, our inclusion strand seeks individuals that need that little bit of extra guidance in order to achieve. Through inclusion we open up a whole world of possibilities for people, providing them with access to development opportunities.

Through the inclusion strand this year we have developed a number of new projects:

- AMP (Accelerate, Move, Propel) - an initiative to provide opportunities for disabled young people to engage with creative dance. For 2018-19 the HUB was run from the Loyne School in Lancaster
- The FORGE – an initiative to support local BAME artists. This year a Manchester-based artist was invited onto the initiative, where he worked with our AD/CEO to develop a solo show exploring masculinity and cultural traditions. Linking with Lancaster University, he also ran a discussion group with students interested in men, masculinity and displacement

CULTURAL EDUCATION & HERITAGE

Cultural Education

Recognising that with many of the young people we engage their first experience of arts is at school, we have continued to develop high quality cultural experiences through CPD, curriculum based and extended enrichment activities. In 2018-19 we developed a three tier system of engagement and overhauled our local schools' offer. Tier 1 is providing advocacy and support, tier 2 sporadic delivery and tier 3 partnership development, regular delivery and sustained engagement.

Schools evaluation highlights:

- 100% of respondents felt that the work we delivered achieved their outcomes
- 100% of respondents would work with us again
- 50% of respondents were new to Ludus Dance
- 100% of respondents rated the quality of our workshop leaders as outstanding/good

Heritage

In 2018-19, we successfully secured over '50k of funding to develop an ambitious project exploring the 1918 achievement of women's suffrage. Over three districts (Lancaster, Preston and Burnley), local residents came together to explore the lives of local Lancashire suffragettes/suffragists. The work culminated in a mass performance event at the Harris Museum, Art Gallery & Library in Preston, as well as smaller performances from the Lancaster group. On the back of this we were able to take digital dance workshops to local schools, combining 360 degree films (VR) and creative dance.

YOUTH DANCE & TALENT DEVELOPMENT

With a nationally recognised youth company, we offer young people the opportunity to develop a wide spectrum of skills leading to either a life in the arts as a participant or as a deliverer/maker/leader. We deal in the development of untapped talent, capitalising on a skilled workforce of strong role models.

In June of 2018, after running a series of taster sessions in local schools, we hosted two days of auditions in our studio, reaching over 60 young people from across the North West. 20 young people were selected to join the company. This year they have performed across the North West and worked with nationally renowned choreographers Vicki Igbokwe and Tom Roden.

For the fourth year running, in the summer of 2018, LYDC was the only youth company selected to represent the North West at the national U Dance festival produced by One Dance UK. This year the festival was held in Ipswich.

Through this strand we have also developed a junior youth dance group, as well as offer regular advanced training through fortnightly BOOST IT workshops in our studio.

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For the year ended 31 March 2019

Our JOLT initiative within our youth company has supported the professional development of four young undergraduate students, enabling them to learn more about what it is like to work within an organisation and develop local project work.

ARTIST DEVELOPMENT

Crucial to our commitment to excellence is the need to maintain a pipeline of highly skilled and competent artists through a range of professional development opportunities. We cannot rely on local HE institutions and national conservatoires to provide us with a workforce that is fit for purpose on graduation. We have a key role in developing the next generation of arts facilitators, makers and leaders and have done so in a number of ways.

Occupied: Associate Artist Scheme

Over the last year we have supported 4 local artists to develop an aspect of their professional practice. They received group and one to one mentoring, as well as a small amount of seed funding to develop an idea.

Business Surgeries

Through the Garrick Charitable Trust, we were able to host a number of business surgeries for local dance artists.

Professional Class

In 2018-19 we maintained our local professional peer led class offer.

SLAPDASH

A space for local artists to share performance work at an early stage in development. The first SLAPDASH event was run in March, showcasing work from six artists regionally based artists.

STUDIO PROGRAMME

A range of inclusive, creative workshops acting as a first entry point into dance - a balanced programme of activity for local residents with workshops catering for babies/toddlers and their parents and/or carers (birth-4 years), children (5-15 years) and adults (18+ years). Whether new to dance or a professional, there are clear routes into different kinds of activity. Many of our local studio class attendees have also engaged in some of our project work.

Through the studio programme we have also increased our level of support to local artists and enthusiasts wanting to run arts activities from our venue. We have also trialled a number of commercial activities such as children's parties and bespoke wedding dances.

CENTRAL EVENTS

BIG UP North Dance Theatre Festival

In partnership with The Dukes the BIG UP North Dance Theatre Festival showcases some of the most innovative works from youth companies, community groups and schools across the North West. At the festival everyone has the opportunity to perform and take part in a number of workshop activities.

This year 25 groups shared their work on stage to over 250 audience members across two nights. During the day participants took part in dance, digital and visual arts workshops.

Quotes from the participants and company leaders:

"Really nice welcoming environment, which is a nice change to most places we've been to."

"Everyone's really supportive and it's not competitive."

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For the year ended 31 March 2019

"I enjoyed the 100 ways to hug workshops because I felt really creative and felt it was easier to bond with people."

"I've been doing the festival for 10 years, first with QED and now with my own group Redlocks Creations, supporting Maelstrom Youth and as a volunteer! It's been an amazing atmosphere this year and I've gotten so much out of it, including offers of work from schools after Redlocks performance to teach workshops."

"I just wanted to say a big thank you for such a fantastic day on Friday. Our dancers absolutely loved the whole experience and haven't stopped talking about it since. From the workshops to watching other dancers, they have been asking questions constantly and even performed some of the AbouTurn poem to their GCSE class."

Gigs and Fundraising Events

Throughout the year we have piloted a number of events in our studio, including a SpringFWD fundraiser for our work with young people experiencing mental health difficulties and two licensed gig nights (Reggae & SKA) again to raise vital funds for our work and open our venue to a new local audience.

Financial review

The total income for the year was £233,494, comprising 24% restricted funds (£56,994) and 76% unrestricted funds (£176,500).

Ludus Dance received the majority of its income through core grants from Arts Council England (ACE) and Lancaster City Council to develop and deliver a rich programme of activity. This is supplemented by additional restricted grants and earned income vital for the viability of the organisation. Earned income came from a range of dance activities and generated £35,121 in the year.

Through the financial Year 2018/19, Catalyst Evolve continued to support the team's fundraising efforts and embed a whole organisation fundraising focus from front of house to Board level. In 2018-19 we continued to test new fundraising initiatives, enabling the team to discover 'best fit' approaches that do not take capacity away from the quality of work.

Reserves policy

As of 31st March 2019, the unrestricted reserves stood at £122,100 (2018: £143,929).

The trustees last reviewed the reserves policy in 2019 and agreed that, following research into other organisations' reserves policies, the target for unrestricted reserves at Ludus Dance would change from six months to four months of running costs. The board were confident that running at four months would still provide continuity of services to Ludus' beneficiaries, whilst fulfilling obligations towards employees and funders. The current reserves are approximately five months of running costs. This reserves policy and the analysis of income & expenditure will be reviewed on an annual basis.

Plans for the future

For 2019-20 we will continue to;

- Have deeper and more meaningful engagement with individuals and communities in areas where there is a distinct lack of high-quality arts and cultural activities
- Actively prioritise the development of new work in areas of deprivation across the North West
- Grow our SEND and inclusive practice work within the inclusion strand, focussed on developing provision for young people in Lancaster and securing additional investment from Trusts and Foundations through Catalyst

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For the year ended 31 March 2019

- Develop our Arts Award and Arts Mark offers through our Cultural Education and Heritage strand
- Sit on a number of strategic groups/consortia, driving forward local and regional policy around dance, cultural education and young people; including the Dance Consortia North West, Northern Children and Young People's Network, Arts Lancashire, Lancaster Arts Partners and a number of Local Cultural Education Partnerships (Lancaster, Preston and Burnley)
- Launch a number of new initiatives for young people across Lancashire, funded by Children in Need and Big Lottery Awards for All
- Refine our USP aligned with our mission and charitable objectives
- Ensure our governance is robust and diverse

Equal Opportunities

The Charity is committed to equal opportunities at all levels and has a Single Equality and Diversity Policy Statement and Action Plan which supports the promotion of equal opportunities.

Responsibilities of the Trustees

The Trustees (who are also the directors of Ludus Dance for the purposes of Company Law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the income and expenditure of the charitable company for the year.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Ludus Dance

Trustees' Report

For the year ended 31 March 2019

The above report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

Signed on behalf of the Board of Trustees



Anthony Briggs
Company Secretary

Approved by the Board on 6 November 2019

Ludus Dance

Independent Examiner's Report to the members of Ludus Dance

I report on the accounts of the charity for the year ended 31 March 2019, which are set out on pages 12-25.

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. The trustees consider that an audit is not required for the year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity is required to prepare accrual accounts and I am qualified to undertake the examination, by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- Examine the accounts under section 145 of the 2011 Act.
- To follow procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act, and
- to state whether particular matters have come to my attention.

Basis of 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 accounts presented with those records. It also includes consideration of any unusual items or disclosure in the accounts 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 no opinion is given as to whether the accounts present a 'true and fair' view' and the report is limited to those matters set out in the next statement.

Independent examiner's statement

In connection with my examination of the charity, 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 section 386 of the Companies Act 2006 and to prepare accounts which accord with the accounting records, comply with the accounting requirements of the Companies Act 2006, and which are consistent with the methods and 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 accounts to be reached.



Michael Kyriakides ACA

2 November 2019

Michael K
7 Forest Road
Sutton
Surrey
SM3 9NT

Ludus Dance

Statement of Financial Activities (Incorporating an income and expenditure account)

Year ended 31 March 2019

		2019		
	Note	Unrestricted funds £	Restricted funds £	Total funds £
Income from:				
Donations and legacies	2	144,559	53,671	198,230
Charitable activities	3	25,847	2,797	28,644
Other trading activities	4	5,951	526	6,477
Other incoming resources	5	143	-	143
Total Income		176,500	56,994	233,494
Expenditure on:				
Raising funds	7	2,335	805	3,140
Charitable activities	8	195,994	61,051	257,045
Total expenditure		198,329	61,856	260,185
Net expenditure		(21,829)	(4,862)	(26,691)
Transfers between funds		-	-	-
Net movement in funds		(21,829)	(4,862)	(26,691)
Reconciliation of funds:				
Total funds brought forward		143,929	26,542	170,471
Total funds carried forward		122,100	21,680	143,780

All gains and losses arising in the year have been included in the Statement of Financial Activities arise from continuing operations.

The notes on pages 16 to 25 form part of these financial statements.

Ludus Dance

Statement of Financial Activities (Incorporating an income and expenditure account)

Year ended 31 March 2018

		2018 - As Restated		
	Note	Unrestricted funds £	Restricted funds £	Total funds £
Income from:				
Donations and legacies	2	149,208	24,624	173,832
Charitable activities	3	44,273	11,486	55,759
Other trading activities	4	488	-	488
Other incoming resources	5	33	-	33
Total Income		194,002	36,110	230,112
Expenditure on:				
Raising funds	7	-	-	-
Charitable activities	8	154,619	76,324	230,943
Total expenditure		154,619	76,324	230,943
Net income/(expenditure)		39,383	(40,214)	(831)
Transfers between funds		-	-	-
Net movement in funds		39,383	(40,214)	(831)
Reconciliation of funds:				
Total funds brought forward		104,546	66,756	171,302
Total funds carried forward		143,929	26,542	170,471

All gains and losses arising in the year have been included in the Statement of Financial Activities arise from continuing operations.

The notes on pages 16 to 25 form part of these financial statements.

Balance sheet

As at 31 March 2019


	Note	2019 £	2018 £
FIXED ASSETS			
Tangible fixed assets	15	<u>5,782</u>	<u>4,309</u>
		5,782	4,309
CURRENT ASSETS			
Debtors	17	26,349	31,772
Cash at bank and in hand		<u>124,952</u>	<u>147,734</u>
		151,301	179,506
CREDITORS: amounts due within one year	18	<u>(13,303)</u>	<u>(13,344)</u>
NET CURRENT ASSETS		<u>137,998</u>	<u>166,162</u>
NET ASSETS		<u>143,780</u>	<u>170,471</u>
Funds			
Restricted funds		21,680	26,542
Unrestricted funds:			
General funds		115,850	143,929
Designated funds		<u>6,250</u>	<u>-</u>
	20	<u>143,780</u>	<u>170,471</u>

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and for preparing financial statements which give a true and fair view of the state of affairs of the company as at 31 March 2019 and of its net expenditure for the year in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company. The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2016.

The financial statements were approved by the trustees on 6 November 2019 and signed on their behalf, by:

J Wareing
Trustee


20/11/19

The notes on pages 16 to 25 form part of these financial statements

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Statement of Cash Flows

For the year ended 31 March 2019

	Notes	2019 £	2018 £
Cash generated from operating activities:			
Net cash provided by/(used in) operating activities	A	(19,292)	(14,282)
Cash flows from investing activities:			
Purchase of property, plant and equipment	15	(3,490)	-
Net cash provided by/(used in) investing activities		<u>(3,490)</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		(22,782)	(14,282)
Cash and cash equivalents at the beginning of the reporting period		<u>147,734</u>	<u>162,126</u>
Cash and cash equivalents at the end of the reporting period	B	<u><u>124,952</u></u>	<u><u>147,844</u></u>

Reconciliation of net income/(expenditure) to net cash flow from operating activities

		2019 £	2018 £
Net income/ (expenditure) (as per the statement of financial activities)		(26,691)	(721)
Adjustments for:			
Depreciation charges	11	2,017	1,083
(Increase)/decrease in debtors	17	5,423	(21,753)
Increase/(decrease) in creditors	18	(41)	7,109
Net cash provided by/(used in) operating activities	A	<u><u>(19,292)</u></u>	<u><u>(14,282)</u></u>

Analysis of cash and cash equivalents

		2019 £	2018 £
Cash in hand		124,952	147,734
Total cash and cash equivalents	B	<u><u>124,952</u></u>	<u><u>147,734</u></u>

The notes on pages 16 to 25 form part of these financial statements

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Notes to the Financial Statements

For the year ended 31 March 2019

1 ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

(a) Accounting convention

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 for Smaller Entities published on 16/07/14, the Financial Reporting Standard for Smaller Entities (effective January 2015) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Statutory Information

Ludus Dance is a charitable company limited by guarantee, and is incorporated in England and Wales.

The registered office address is Assembly Room, King Street, Lancaster, Lancashire, LA1 1RE

(c) Going concern

The Trustees have considered the appropriateness of the going concern assumption and believe it is appropriate to prepare the financial statements on this basis due to the organisation's level of reserves and agreed funding.

(d) Income

All income is recognised in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income and the amount can be quantified with reasonable certainty. Incoming resources are not shown net of expenditure. The following specific policies are applied to categories of income

- Voluntary income is received by way of grants, donations and gifts and is included in the SOFA when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

- Investment income is included when receivable.

- Income from grants where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

(e) Expenditure

All expenditure is accounted for on an accruals basis. Costs of generating funds are those costs incurred in attracting voluntary income.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs which can be directly allocated to activities and those costs of an indirect nature necessary to support them.

Governance costs are those incurred in connection with compliance with constitutional and statutory requirements.

Costs are allocated between the expenditure categories of the SOFA based on usage of the resource.

Where costs cannot be directly allocated they are apportioned on an appropriate basis and recognised in SOFA.

Ludus Dance

Notes to the Financial Statements (Continued)

For the year ended 31 March 2019

(f) Tangible fixed assets

Fixed assets are stated at cost less accumulated depreciation.

Equipment, fixtures, fittings and building improvements are included at cost.

Depreciation is provided at the following annual rates in order to write the cost of assets off over their estimated useful lives using the reducing balance method:-

Equipment, fixtures & fittings	20% / 33% on cost
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(g) Fund accounting

The charity has three distinct types of fund in its balance sheet:-

Unrestricted, or general, funds arising from the accumulated surplus from its various activities.

Restricted funds representing balances to be spent on particular activities as specified by the donor.

Designated Funds are funds set aside by the Board of Trustees for a specific purpose. The income and expenditure are shown in the SOFA.

The assets and liabilities representing each fund are shown in the notes to the accounts.

(h) Pensions

The charity participates in the NOW pension scheme, a defined contribution pension scheme.

(i) Taxation

No provision is made in these accounts for corporation tax as the charity is exempt from such taxes as a result of having registered with the Charity Commission.

Ludus Dance

Notes to the Financial Statements (Continued)

For the year ended 31 March 2019

2 Donations and legacies

	Unrestricted	Restricted	Total
	2019	2019	2019
	£	£	£
Year to 31 March 2019			
Arts Council England: NPO	95,644	-	95,644
Arts Council England: Catalyst	18,093	-	18,093
Lancashire City Council (in kind)	13,000	-	13,000
HLF	-	45,180	45,180
Garrick Trust	-	4,100	4,100
Corporate Donations	500	-	500
Small Trusts & Foundations	11,675	4,391	16,066
Donations	5,647	-	5,647
	144,559	53,671	198,230

	Unrestricted	Restricted	Total
	2018	2018	2018
	£	£	£
Year to 31 March 2018 - As Restated			
Arts Council England	95,644	-	95,644
Lancashire County Council - core grant	32,000	-	32,000
Lancaster City Council - core grant	13,000	-	13,000
Other grants	8,350	22,527	30,877
Donations	214	2,097	2,311
	149,208	24,624	173,832

3 Income from charitable activities

	Unrestricted	Restricted	Total
	2019	2019	2019
	£	£	£
Provision of dance services	25,847	2,797	28,644
	25,847	2,797	28,644

	Unrestricted	Restricted	Total
	2018	2018	2018
	£	£	£
As Restated			
Provision of dance services	44,273	11,486	55,759
	44,273	11,486	55,759

Ludus Dance

Notes to the Financial Statements (Continued)

For the year ended 31 March 2019

4 Income earned from other trading activities

	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Merchandising	1,806	-	1,806
Events & venue hire	4,145	526	4,671
	5,951	526	6,477

	Unrestricted 2018 £	Restricted 2018 £	Total 2018 £
As Restated			
Merchandising	124	-	124
Events & venue hire	364	-	364
	488	-	488

5 Other incoming resources

	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Interest received	143	-	143
	143	-	143

	Unrestricted 2018 £	Restricted 2018 £	Total 2018 £
Interest received	33	-	33
	33	-	33

6 Donated goods, facilities and services

Donated goods and services with an estimated value of £13,000 were received during the year, related to rent. Ludus relies on the contribution of unpaid volunteers to deliver its Programmes

7 Fundraising costs

	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Year to 31 March 2019			
Staff and related costs	1,596	691	2,287
Allocated support costs	739	114	853
2019 Total	2,335	805	3,140

Ludus Dance

Notes to the Financial Statements (Continued)

For the year ended 31 March 2019

8 Analysis of Charitable Expenditure by type

	Staff Costs 2019 £	Direct Costs 2019 £	Support Costs 2019 £	Total 2019 £
Year to 31 March 2019				
Provision of dance services	127,863	59,341	69,841	257,045
2019 Total	127,863	59,341	69,841	257,045
Year to 31 March 2018				
Provision of dance services	125,908	43,780	61,255	230,943
2018 Total	125,908	43,780	61,255	230,943

Analysis of Charitable Expenditure by fund

	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Year to 31 March 2019			
Provision of dance services	195,994	61,051	257,045
2019 Total	195,994	61,051	257,045
Year to 31 March 2018			
Provision of dance services	154,619	76,324	230,943
2018 Total	154,619	76,324	230,943

9 Support costs

	2019 £	2018 £
Premises	28,249	23,304
Communications	977	1,298
Information Technology	10,784	6,116
Insurance	3,602	3,666
Marketing	4,052	3,398
Professional expenses	17,337	17,119
Depreciation	2,017	1,083
Sundry expenses	2,839	5,271
Governance	837	-
	70,694	61,255

The accounting policy adopted for the apportionment of costs between activities is based on the total cost of each activity

Ludus Dance

Notes to the Financial Statements (Continued)

For the year ended 31 March 2019

10. Operating Surplus/(Deficit) is stated after charging

	2019	2018
	£	£
Depreciation on tangible fixed assets	2,017	1,083
Independent examination fee	1,800	2,820
	3,817	3,903

11 Staff Costs

	2019	2018
	£	£
Wages and salaries	121,332	120,543
Social security costs	5,201	5,040
Pension costs	1,330	325
	127,863	125,908

There were no employees (2018: 0) who received emoluments (excluding employer pension costs) of more than £60,000

The key management personnel of the Charity, comprise the trustees, Co-Artistic Director & CEO and Co-Artistic Director & Development Manager. The total employee benefits of the key management personnel of the charity were £39,887.

The Charity trustees were not paid or received any other benefits from employment with the Charity in the year (2018: £nil) neither were they reimbursed expenses during the year (2018: £nil). No charity trustee received payment for professional or other services supplied to the charity (2018: £nil).

The average monthly number of employees during the year was 10.6 (2018: 10)

Average head count in the year

	2019	2018
	Number	Number
The parts of the charity in which the employees work		
Fundraising	4	4
Charitable Activities	11	11
Governance	3	3
Other	12	11
Total	30	29

12 Defined contribution pension scheme

	2019	2018
	£	£
Amount of contributions recognised in the SOFA as an expense	1,330	325
Pension costs are allocated to restricted funds as part of gross salary costs where funds cover salaried posts.		

13 Related party transactions

There were no related party transactions requiring disclosure during the year

Ludus Dance

Notes to the Financial Statements (Continued)

For the year ended 31 March 2019

14 Corporation tax

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

15 Tangible Fixed assets

	Equipment, fixtures & fittings £
Cost	
As at 1 April 2018	17,798
Additions	3,490
Disposals	-
As at 31 March 2019	21,288
Accumulated depreciation	
As at 1 April 2018	(13,489)
Charge for the year	(2,017)
Elimination on disposal	-
As at 31 March 2019	(15,506)
Net book value	
As at 31 March 2019	5,782
As at 1 April 2018	4,309

17 Debtors

Debtors falling due within 1 year

	2019 £	2018 £
Trade debtors	2,577	27,154
Prepayments and accrued income	23,772	4,618
	26,349	31,772

18 Creditors: amounts falling due within one year

	2019 £	2018 £
Trade creditors	6,214	9,227
Social security and other taxes	-	1,417
Accruals and deferred income	7,089	2,700
	13,303	13,344

Ludus Dance

Notes to the Financial Statements (Continued)

For the year ended 31 March 2019

19 Deferred income

Included within creditors: amounts falling due within one year is deferred income as shown below:

	2019 £	2018 £
As at 1 April 2018	-	-
Additions in the year	5,289	-
As at 31 March 2019	5,289	-

20 Commitments under operating leases

Shortly after 31st March 2016 the company entered into 4 new lease agreement that resulted in annual commitments under non- cancellable operating leases as set out below:

	2019 £	2018 £
Operating leases which expire:		
Within 1 year	735	735
Within 2 to 5 years	2,206	2,941
	2,941	3,676

21 Analysis of movements in funds

Year ended 31 March 2019	At 1 April 2018 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2019 £
Unrestricted reserves					
Designated fund	-	-	-	6,250	6,250
General funds	143,929	176,500	198,329	(6,250)	115,850
Total unrestricted reserves	143,929	176,500	198,329	-	122,100
Restricted reserves					
ACE Catalyst	21,307	-	13,633	-	7,674
Break the Code	1,620	-	1,620	-	-
Community Foundation for Lancashire	-	2,966	2,516	-	450
Garrick Trust	-	4,100	1,540	-	2,560
HLF	-	45,180	40,202	-	4,978
Lancaster Arts Partnership	666	3,072	1,670	-	2,068
Refresh	449	150	599	-	-
Shifting focus	2,500	-	-	-	2,500
Springforward	-	526	76	-	450
Yorkshire Dales Millenium Trust	-	1,000	-	-	1,000
Total restricted reserves	26,542	56,994	61,856	-	21,680
Total reserves	170,473	233,494	260,185	-	143,780

Ludus Dance

Notes to the Financial Statements (Continued)

For the year ended 31 March 2019

Year ended 31 March 2018	At 1 April 2017 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2018 £
Unrestricted reserves					
General funds	104,546	194,002	154,619	-	143,929
Total unrestricted reserves	104,546	194,002	154,619	-	143,929
Restricted reserves					
Arts Council Enhanced Programme	11,312	-	11,312	-	-
Awards 4 All - Lodestar Grant	5,988	-	5,988	-	-
BBC Children in Need- State of Flux	2,731	-	2,731	-	-
Heritage Lottery Fund	5,719	-	5,719	-	-
Lancaster City Council					
- Light Up Lanacster	2,954	6,000	8,954	-	-
Curious Minds	6,098	-	6,098	-	-
Sportivate	186	1,212	1,398	-	-
ACE Catalyst	30,000	-	8,693	-	21,307
U Dance Access Fund	250	6,616	6,866	-	-
Dance Development	-	6,967	6,967	-	-
Break the Code	-	10,000	8,380	-	1,620
Lancaster Arts Partnership	-	1,316	650	-	666
Refresh	-	999	550	-	449
Shifting focus	-	3,000	500	-	2,500
Yorkshire Dales Millenium Trust	1,518	-	1,518	-	-
Total restricted reserves	66,754	36,110	76,324	-	26,542
Total reserves	171,302	230,112	230,943	-	170,471

Description of purpose of designated funds

Planned investment in organisational infrastructure improvements

Description of purpose of restricted funds

ACE Catalyst	Received to further develop voluntary income
Break the Code	Heritage lottery WW1 fund to deliver a dance and heritage project with SEND young people to explore ciphers and code breaking of the First world war
Community Foundation for Lancashire	Funding for the Wonder-Full project to bring the outside in and onto the wards. Wonder-Full focused on improving wellbeing on the wards and was rooted in the thinking that healthy minds support healing bodies
Garrick Trust	Funds to support local emerging NW based dance artists (mentoring, seed funding & master class development - essential business skills to develop portfolio careers)
HLF	Suffrage centenary project working with women from Lancashire communities to explore key pioneers that fought for womens suffrage
Lancaster Arts Partnership	Fund holder for the partnership during this year from membership income
Refresh	Funding to refresh the building (painting, fixtures etc)
Shifting focus	Fund allocated towards shifting conversations around dance and disability
Springforward	Fund allocated towards supporting young people with poor mental health outcomes

Ludus Dance

Notes to the Financial Statements (*Continued*)

For the year ended 31 March 2019

22 Analysis net assets between funds

	Unrestric- -ted funds £	Restricted funds £	Total funds £
Year to 31 March 2019			
Tangible fixed assets	5,782	-	5,782
Current assets	116,318	21,680	137,998
	122,100	21,680	143,780
Year to 31 March 2018			
Tangible fixed assets	4,309	-	4,309
Current assets	139,620	26,542	166,162
	143,929	26,542	170,471