

Company registration number: 04573958  
Charity registration number: 1101599

# BALLET BLACK

ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE PERIOD FROM 1 NOVEMBER 2015 TO 31 AUGUST 2016



## **BALLET BLACK**

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## **BALLET BLACK**

### **REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Charity name</b>	Ballet Black
<b>Charity registration number</b>	1101599
<b>Company registration number</b>	04573958
<b>Principal office</b>	Ground Floor Flat 63 Linden Gardens Paddington London W2 4HJ
<b>Registered office</b>	Austin House 43 Poole Road Bournemouth BH4 9DN
<b>Trustee</b>	Ms Cassa Pancho, Artistic Director
<b>Secretary</b>	Ms Patricia Pancho
<b>Accountant</b>	Rowlands Webster Austin House 43 Poole Road Westbourne Bournemouth BH4 9DN

# BALLET BLACK

## TRUSTEE'S REPORT

The Trustees present this report alongside the financial statements for the period 1/11/15 to 31/08/2016.

### GOVERNANCE

Ballet Black (founded 2001) incorporated in 2002 was registered as a Charity in 2004. The sole director of the Company was C Pancho who had an interest in 1 share throughout the period.

The Company's year was shortened in the year to bring it into line with its main activity which commence in September each year.

### PUBLIC BENEFIT

All of the charitable objectives highlighted in the report below were undertaken in furtherance of the stated charitable objectives and for the public benefit.

### ORGANISATION

The Trustees oversee the delivery of the work against agreed programmes, plans and budgets. The day to day management and delivery is provided by Artistic Director and Founder Cassa Pancho.

Ballet Black exists to promote, improve and advance the education of the public in the art of classical ballet through performance and educational opportunities.

### RISK MANAGEMENT

Systems and procedures are established and discussed at Trustee meetings to mitigate any identified risks.

### ACHIEVEMENTS FOR THE PERIOD TO 31/08/16.

In period Ballet Black undertook the following activities:

- ☐ Continued to tour the triple bill featuring *Second Coming*, including debut performances in Lörrach, Germany and two venues at Holland Dance Festival
- ☐ Continued to tour *Dogs Don't Do Ballet* including a week long run at Polka Theatre, a leading venue in the UK for young audiences
- ☐ Created and premiered new triple bill: *To Begin, Begin* (Christopher Marney), *Cristaux* (Arthur Pita) and restaged Christopher Hampson's *Storyville* that was originally made for the Company in 2012.
- ☐ Premiered 2016 Triple Bill featuring *Storyville* at the Barbican Theatre, London in March 2016. Two sold out performances.
- ☐ Total number of performances across the 15/16 year: 57
- ☐ Total number of venues/festivals/events: 24, including 8 venues new to the company
- ☐ Total audience for 15/16 year: 13,338
- ☐ Received high acclaim for all touring works, including from the Observer, which stated:
- ☐ In July 2016 a South Bank Show about Ballet Black, hosted by Melvyn Bragg, aired on Sky Arts.
- ☐ Ballet Black Junior School continued to provide classes to 150 young people aged 3 – 18yrs. BB Junior School has engaged with over 2,000 children since being founded in 2002.
- ☐ John Ellerman Foundation granted three years of funding to support the role of Administrator
- ☐ The Company successfully received funding through Arts Council England's Grants for the Arts scheme to support the tour and creation of work throughout the year

## BALLET BLACK

### TRUSTEE'S REPORT

- Arts Council England also awarded £120,000 of funding through the Elevate scheme, aimed to strengthen the resilience of art organisations which are not receiving National Portfolio funding in the period 2015–18, but which demonstrate that they make a significant contribution to the Creative Case for Diversity. This activity starts in September 2016 and is funded over a 3-year period.

*Last week Ballet Black sold out the Barbican for two consecutive nights, offering a programme which, if occasionally lacking in finesse, was packed with dash, daring and joie de vivre. The joy was two-way, with an enthralled and largely non-white audience cheering the eight-strong ensemble to the echo.... There are arguments for and against the existence of a specifically non-white ballet company, but there can be no argument about Ballet Black director Cassa Pancho's achievement in filling a major London venue with what must be the most diverse audience in the history of British ballet. Last Friday felt different. It felt significant. It felt like change.* Luke Jennings, The Observer, March 2016

#### FINANCIAL REVIEW

The financial statements for the period are laid out in the following pages, as prepared by Rowlands Webster who were instructed as accountants on 11 December 2015.

At 31 August 2016, the charity reports a surplus of £91310. This amount is more than in previous period and arises due to a change in year end and from the kind conversion of a loan to a donation. All surplus funds are to be spent in furtherance of future charitable objectives.

The Charity wishes to thank its numerous donors and grant funding from Arts Council England.

#### Small company provisions

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

Approved by the Board and signed on its behalf by:



Ms Cassa Pancho  
Trustee

Date: 7th December 2016

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEE OF BALLET BLACK**

I report on the accounts of the company for the period ended 31 August 2016, which are set out on pages 6 to 12.

### **Respective responsibilities of trustee and examiner**

The trustee (who is also the director of the company for the purposes of company law) is responsible for the preparation of the accounts. The trustee considers that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Association of Accounting Technicians.

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;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145 (5) (b) of the 2011 Act; and
- 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 disclosures in the accounts, and seeking explanations from you as trustee 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 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 section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave 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.

*M L Rowland*

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEE OF  
BALLET BLACK**

..... *continued*

Mark Rowlands  
Rowlands Webster  
Tax Advisers & Accountants  
Date:.....

Austin House  
43 Poole Road  
Westbourne  
Bournemouth  
BH4 9DN

**BALLET BLACK**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE PERIOD ENDED 31 AUGUST 2016**

		<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 1 November 2015 to 31 August 2016</b>	<b>Total Funds Year ended 31 October 2015</b>
	<b>Note</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Incoming resources</b>					
Incoming resources from generated funds					
Voluntary income	2	92,212	134,969	227,181	277,573
Incoming resources from charitable activities	3	117,568	-	117,568	152,667
Total incoming resources		<u>209,780</u>	<u>134,969</u>	<u>344,749</u>	<u>430,240</u>
<b>Resources expended</b>					
Costs of generating funds					
Costs of generating voluntary income	4	23,774	-	23,774	29,062
Charitable activities		116,857	134,969	251,826	389,143
Governance costs		3,378	-	3,378	11,775
Total resources expended		<u>144,009</u>	<u>134,969</u>	<u>278,978</u>	<u>429,980</u>
Net movements in funds		65,771	-	65,771	260
<b>Reconciliation of funds</b>					
Total funds brought forward		<u>25,539</u>	-	<u>25,539</u>	<u>25,279</u>
Total funds carried forward		<u>91,310</u>	-	<u>91,310</u>	<u>25,539</u>

All incoming resources and resources expended derive from continuing activities.

The notes on pages 8 to 12 form an integral part of these financial statements.



**BALLET BLACK (REGISTRATION NUMBER: 04573958)****BALANCE SHEET  
AS AT 31 AUGUST 2016**

		31 August 2016		31 October 2015	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	8		320		427
<b>Current assets</b>					
Stocks and work in progress	9	600		600	
Debtors	10	5,855		19,163	
Cash at bank and in hand		93,827		25,309	
		<u>100,282</u>		<u>45,072</u>	
<b>Creditors: Amounts falling due within one year</b>	11	<u>(9,292)</u>		<u>(19,960)</u>	
<b>Net current assets</b>			<u>90,990</u>		<u>25,112</u>
<b>Net assets</b>			<u><u>91,310</u></u>		<u><u>25,539</u></u>
<b>The funds of the charity:</b>					
<b>Restricted funds</b>			-		-
<b>Unrestricted funds</b>					
Unrestricted income funds			<u>91,310</u>		<u>25,539</u>
<b>Total charity funds</b>			<u><u>91,310</u></u>		<u><u>25,539</u></u>

For the financial period ended 31 August 2016, the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charity to obtain an audit of its accounts for the period in question in accordance with section 476.

The director acknowledges her responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

These accounts were approved by the Trustee on 7th December 2016



Ms Cassa Pancho  
Trustee

The notes on pages 8 to 12 form an integral part of these financial statements.

## **BALLET BLACK**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 AUGUST 2016**

#### **1 Accounting policies**

##### **Basis of preparation**

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities (SORP 2005)', issued in March 2005, applicable accounting standards and the Companies Act 2006.

##### **Fund accounting policy**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Further details of each fund are disclosed in note 14.

##### **Incoming resources**

Voluntary income including donations and grants that provide core funding or are of a general nature is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

##### **Governance costs**

Governance costs include costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

##### **Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

##### **Irrecoverable VAT**

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

##### **Fixed assets**

Individual fixed assets costing £500 or more are initially recorded at cost.

##### **Depreciation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Office equipment	25% reducing balance
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### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 AUGUST 2016

..... continued

#### Stock

Stock is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks. Net realisable value is based on selling price less anticipated costs to completion and selling costs. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

#### 2 Voluntary income

	Unrestricted Funds £	Restricted Funds £	Total Funds 1 November 2015 to 31 August 2016 £	Total Funds Year ended 31 October 2015 £
<b>Donations and legacies</b>				
Appeals and donations	82,522	-	82,522	183,076
Gift Aid tax reclaimed	9,690	-	9,690	-
	<u>92,212</u>	<u>-</u>	<u>92,212</u>	<u>183,076</u>
<b>Grants</b>				
Grants - other agencies	-	134,969	134,969	94,497
	<u>92,212</u>	<u>134,969</u>	<u>227,181</u>	<u>277,573</u>

#### 3 Incoming resources from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 1 November 2015 to 31 August 2016 £	Total Funds Year ended 31 October 2015 £
<b>Charitable activity 1</b>				
Primary purpose trading	<u>117,568</u>	<u>-</u>	<u>117,568</u>	<u>152,667</u>

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 AUGUST 2016

..... continued

#### 4 Costs of generating voluntary income

	Unrestricted Funds £	Restricted Funds £	Total Funds 1 November 2015 to 31 August 2016 £	Total Funds Year ended 31 October 2015 £
<b>Donations and legacies</b>				
Other fundraising costs	23,774	-	23,774	29,062

#### 5 Trustee's remuneration and expenses

C Pancho received remuneration of £19200 in the period in respect of work done as Artistic Director of the Company.

#### 6 Net income

Net income is stated after charging:

	1 November 2015 to 31 August 2016 £	Year ended 31 October 2015 £
Hire of other assets - operating leases	24,111	14,286
Depreciation of owned assets	107	143

#### 7 Taxation

The company is a registered charity and is, therefore, exempt from taxation.

**BALLET BLACK****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE PERIOD ENDED 31 AUGUST 2016***..... continued***8 Tangible fixed assets**

	<b>Fixtures, fittings and equipment £</b>
<b>Cost</b>	
As at 1 November 2015 and 31 August 2016	<u>1,014</u>
<b>Depreciation</b>	
As at 1 November 2015	587
Charge for the period	<u>107</u>
As at 31 August 2016	<u>694</u>
<b>Net book value</b>	
As at 31 August 2016	<u><u>320</u></u>
As at 31 October 2015	<u><u>427</u></u>

**9 Stocks and work in progress**

	<b>31 August 2016 £</b>	<b>31 October 2015 £</b>
Stocks	<u>600</u>	<u>600</u>

**10 Debtors**

	<b>31 August 2016 £</b>	<b>31 October 2015 £</b>
Trade debtors	5,855	17,364
Prepayments and accrued income	<u>-</u>	<u>1,799</u>
	<u><u>5,855</u></u>	<u><u>19,163</u></u>

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 AUGUST 2016

..... *continued*

#### 11 Creditors: Amounts falling due within one year

	31 August 2016	31 October 2015
	£	£
Taxation and social security	942	-
Other creditors	-	15,000
Accruals and deferred income	8,350	4,960
	<u>9,292</u>	<u>19,960</u>

#### 12 Members' liability

The sole director of the Company throughout the year was C Pancho who had an interest in 1 share in

#### 13 Related parties

##### Controlling entity

The charity is controlled by the trustee who is the director of the company.

#### 14 Analysis of funds

	At 1 November 2015	Incoming resources	Resources expended	At 31 August 2016
	£	£	£	£
<b>General Funds</b>				
Unrestricted income fund	25,539	209,780	(144,009)	91,310
<b>Restricted Funds</b>				
Restricted income fund	-	134,969	(134,969)	-
	<u>25,539</u>	<u>344,749</u>	<u>(278,978)</u>	<u>91,310</u>