

Company number: 2811035

Charity Number: 1020584

# Cheshire Dance Workshop Limited

Report and financial statements  
For the year ended 31<sup>st</sup> March 2018

Cheshire Dance Workshop Limited  
Reference and administrative information  
for the year ended 31<sup>st</sup> March 2018

**Company number** 2811035

**Charity number** 1020584

**Registered office and operational address**

Winsford Library, High Street, Winsford, Cheshire, CW7 2AS

**Trading Name** Cheshire Dance

**Trustees** Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Jan Halloran	(Chair)
Elaine Mclean	(Vice Chair)
Bettina Carpi	
Nina Osbaldeston	(Joined June 2017, Treasurer from Sept 2017)

**Secretary** Adam Holloway

**Key management personnel** Adam Holloway

**Bankers** Barclays Bank PLC  
21 Dingle Walk, Winsford, Cheshire, CW7 1AG

**Independent examiner** James Gore-Langton FCCA DChA, Slade & Cooper Limited  
Greenfish Resource Centre, 46-50 Oldham St, Manchester, M4 1LE

Cheshire Dance Workshop Limited  
Trustees' annual report  
for the year ended 31<sup>st</sup> March 2018

The trustees present their report and the unaudited financial statements for the year ended 31<sup>st</sup> March 2018.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## **Objectives and activities**

The association is established to promote, maintain, improve and advance the education of the public in the arts and in particular (but without prejudice to the generality of the foregoing) the study, performance, knowledge, understanding, appreciation of the art of dance in all its manifestations.

The Trustees review the aims, objectives and activities of the charity each year. The report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

## **Achievements and performance**

The charity's main activities and who it tries to help are described below. All its charitable activities focus on Dance and are undertaken to further Cheshire Dance's charitable purposes for the public benefit.

Cheshire Dance is very well recognised in providing public benefit through the advancement of education in dance, related arts activity, community development and health promotion. It does so in a range of different ways. These include:-

- Delivering dance classes in civic spaces engaging a wide spectrum of the community
- Delivering dance both in and out of school, further and higher education settings
- Delivering structured physical activity in the form of movement and dance connected to health settings
- Delivering Continuing Professional Development amongst artists and professionals
- Engaging the public in works of art, both as audience and as participants

Cheshire Dance promotes an open programme amongst 3 key markets for dance: - audiences, participants and learners as well as artists and the professional sector. Some activities promote more mainstream engagement whilst the majority is targeted proactively amongst specific communities and groups who face access issues. Opportunities are promoted most often on an outreach basis ensuring that as many people as possible are able to engage locally to where they live. Additionally opportunities to engage vary in type depending on the target group. These range from regular activity to shorter intensive projects, from individual sessions or performance to full days and weeks. Dates and times also vary according to the needs of the target group and include daytime, evening, weekend,

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term time and holiday time opportunities to engage. Our flexibility to programme in this way is a strength and ensures that more people over a much wider geography and demographic have the opportunity to experience dance than would otherwise be the case solely through a building based programme. We fully recognise and have evidence of how high quality and creatively rich content extends our reach as an organisation and in support of the independent sector. Cheshire Dance is also active digitally in terms of sharing and distributing creative content whether through film, photography, news and blogs.

## Highlights of the year 2017-2018

### Dance and Older people

#### In THIS Moment - Dance and Dementia (a Cheshire East Council Commission)

A pilot performance in Leighton Hospital saw Cheshire Dance Artists create a bespoke duet that travelled around the corridors, outpatients and the bays of two wards in the hospital. Combining performance with one to one participation, dance permeated and illuminated the intimate and often intimidating environment of the hospital wards, co-creating joyous moments with residents.

The In THIS Moment film was launched on 14<sup>th</sup> May to coincide with Mental Health Awareness week. It has reached over 11k people so far on Facebook alone and has been viewed over 500 times on Youtube.

*"Working with staff and an artist enabled closer relationships between staff and patients – a partnership approach to care. It clearly demonstrates the need and value of the arts to assist in health and wellbeing."*

Dr Ranjit Khutan

Cheshire Dance is planning to initiate a local tour of In THIS Moment to generate interest, energy and excitement in order to develop hubs across Cheshire East.



Six regular Dance and Dementia sessions take place in Crewe, Poynton and Congleton.

#### Dance to Health - Falls Prevention (An AESOP programme)

Five Dance artists completed the PSI (Postural Stability Instructor) training. Six groups were set up in Crewe, Macclesfield and Congleton led by Dance artists and supported by Assistant Dance Artists and a Local Co-ordinator was appointed by [AESOP](#).

Four groups are being maintained in the next phase by AESOP and two groups have merged and have joined the In This Moment programme.

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*"I have really enjoyed the classes, it has been inspirational"* June, Participant

*"Thank you for convincing us that we CAN stand on one leg!"* Christine, Participant

*"The falls prevention context seems to have given groups confidence to trust and go with whatever I offer so I have been more daring with my practice"* Jane, Lead Dance Artist

Three further Cheshire West based older peoples' dance groups continue to thrive in Ellesmere Port, Northwich and Upton/Chester, supported by Cheshire West and Chester Council.

### **Dance and people with Disabilities**

Cheshire Dance supports 6 regular Dance and Disability groups in partnership with Cheshire Centre for Independent Living (CCIL) partnership, Vivo Care Choices, Cheshire West and Chester and Cheshire East Councils and Arts Council England.

Two of these groups have been established to engage adults with Profound and Multiple Learning Difficulties when dance proves to be an excellent means of expression and connection with others for those involved.

Groups are established in Chester, Ellesmere Port, Northwich, Winsford, Crewe, and Nantwich.



### **More Reasons to Dance (Supported by People Dancing)**

More Reasons to Dance is a network of around 30 dancers with disabilities and dance artists working with those with disabilities from Cheshire, Merseyside and the wider North West. It is the legacy project of People Dancing's [11 Million Reasons to Dance](#) project.

NOW Dance Celebrating Unique Dancers –May 2018. This day combined the More Reasons to Dance practice sharing event in the morning along with a performance platform in the afternoon and time for discussion and debate.

Following three full day practice sharing sessions hosted by Bluecoat Liverpool, Cheshire Dance and Fallen Angels (at Storyhouse) a fourth session saw 25 dancers from the groups perform a site based, co-created work at Storyhouse as part of *Kaleidoscope* (Festival of Disability Arts) on Monday 17<sup>th</sup> September to audience members who were guided around the building by the performers. Three Cheshire Dance freelancers have facilitated participants from Mulberry and Canal Street (Vivo Care Choices centres) during these sessions.

### **Dancing with People with Profound and Multiple Learning Disabilities (PMLD)**

In partnership with UCLAN Cheshire Dance are shaping a research project in-line with Cheshire Dance's Catalyst ambition.

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The vision is for an Artist in Residence in Vivo Care Choices. Our research with artists delivering PMLD work identifies a strong desire to probe, deepen and articulate this practice but a barrier in the current structure of sessions (weekly, one hour group sessions). There is also an identified need across the sector to engage support staff in training which will enable them to better support sessions thus enhancing benefits of the sessions for participants. Engaging a Dance Artist in Residence within Vivo Care Choices will enable many more people with PMLD to benefit from engagement with dance, explore their physicality and creativity. It will offer time to identify and articulate this practice – in which Cheshire Dance is a leader – and ways of developing and sharing it with the wider dance and disability sectors.

## **Dance and Young People**

### **Regular sessions**

Cheshire Dance sustains 7 regular sessions for children and young people in Northwich, 2 groups in Crewe, Ellesmere Port and 3 in Chester. There are also new initiatives in Winsford with a school, Northwich with the Youth Services and a monthly group for young people with disabilities in Ellesmere Port delivered with Action Transport Theatre and First Enable. In area, these are mainly supported by Cheshire West and Chester Council.

### **Animate the Port**

Cheshire Dance Artists co-facilitated a successful three-day event with Action Transport, which this year took over the whole of Whitby Park with dance, digital and theatre linked to 'Animate the Port'. Taster sessions took place in Ellesmere Port Primary schools and following the project enthused young people went on to join the Dance Drop In sessions at Action Transport.

### **REWIND and Blacon Projects**

REWIND toured their devised performance 'The Girl with No Name' including performances at Blacon Festival.

### **Neverland**

A Cheshire Dance artist, Lauren Tucker, has been successful in her application for an ACE project grant as a freelance artist. She will work with young people & professional artists to develop a new immersive integration of dance theatre & digital technology to produce 'Neverland' to animate libraries & youth friendly spaces and share young people's stories of their relationship with social media & online gaming.

### **DOPE and DMPC**

These successful boys companies in Crewe which attract dancers from across Cheshire continue to thrive. The groups performed at Boys in their Prime at Mid Cheshire College, Curtain raisers' in Storyhouse Chester where Cheshire groups, including HomeGrown Dance Theatre perform before main house dance events, eg Ballet Boyz.

DMPC member, Max Oultram has been successful in gaining a place on the North West Centre of Advanced Training (CAT) scheme, based at The Lowry. He has also become Cheshire Dance's first 'Youth Dance Ambassador' and is developing his teaching skills by shadowing the weekly Break it Down Urban Dance sessions in Northwich as well as performing at the launch of 'Salt' at the Lion Salt Works. Artistic Director of DOPE, Jack Robinson won the 'Inspirational Youth Worker' Award at the CWaC Youth and Community Awards on 22<sup>nd</sup> March for his work in engaging boys and young men in dance.



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During the year Cheshire Dance and DOPE were successful in gaining a 'Youth Social Action' grant from Cheshire Community Foundation. This grant is to support the growth of DOPE Development and sustainability of the programme.

### Other Dance and Young People Developments

Cheshire Dance is working with a new group of young people connected to the Amplify Youth Music programme in Northwich supported through Cheshire West and Chester Council Youth Services and supported by Active Cheshire.

A new inclusive dance session for young people has also been established in Winsford Library in partnership with Cheshire Down Syndrome Support Group. The aim is for them to become a regular Cheshire West and Chester session.

### Education

Local Cultural Education Partnership (LCEP) – Cheshire Dance continue to contribute to the LCEP strategic plans. Attending the LCEP marketplace and launch event at Storyhouse in October, which aimed to launch the LCEP and to celebrate and advocate for the cultural activity in Cheshire West and Chester. Attendees include cultural organisations, school senior leaders and the press.

During the year Cheshire Dance promoted its Education offer to schools and has since engaged a handful of new school partners seeking to include dance in their programmes.

Ellesmere Port taster sessions proved a successful way to engage young people from deprived neighbourhoods in both project activity whilst retaining interest in attending regular sessions.

A Cheshire Dance Artist, Lauren Tucker has recently become a CASE artist. This Curious Minds supported programme, supports artists to develop leadership roles in the arts education sector.

### Artist Development

#### Movema

We have purchased Movema's 'World in a Box' resource (<http://movema.co.uk/world-in-a-box>) to support our delivery of world dance activity in Cheshire. Along with this Movema have provided training for Cheshire Dance artists. This responds to frequent requests from schools for this work, and to the Creative Case for diversity in enhancing the provision and quality of cultural dance styles in Cheshire.

### Inquiring Bodies 5 (IB5)

*"More than just a dance event..."* IB5 Participant

40 Dance Artists involved as Guests, participants and performers took part in rich day of sharing, practice, performance and discussion at Chester University. The BME focused event received 100% positive feedback – particularly on choice of Guest Artists and Cheshire Dance's unique enquiry approach.

### Dance and Digital Hack

Following on from a guest artist involvement at Inquiring Bodies, in October Cheshire Dance hosted a Dance and Digital Hack. This consisted of three days of creative play and exploration in dance and digital technologies with a total of 20 participants including dance artists, digital artists and young



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people. The intensive was facilitated by internationally acclaimed duo Flexer and Sandiland <http://flexerandsandiland.com>.

### **Safeguarding**

Another cohort of ten artists took part in the most recent training in September with more excellent feedback. Cheshire Dance are regularly asked by other arts organisations to facilitate this training in other areas of the country.

### **Between You and Me**

Ten artists from diverse backgrounds took part in this two day professional development opportunity led by Miranda Tufnell and Filipa Perreira Stubbs exploring using dance one to one in healthcare. A rich weekend for all involved:

*"Thank you Cheshire Dance so very much for hosting such a wonderful workshop with Miranda and Filipa. It wasn't just a wonderful dance weekend but in my opinion a sharing of crucially important work for any dance artist, regardless if you work in the one to one settings as Miranda and Filipa do or not. Everything that was offered over the two days is dance at its best: the very life affirming stuff that dance is!"* Participant

*"Thank YOU for articulating the need for this workshop - so needed for all of us who work in this field of movement, dance and health - and a real pleasure to have the opportunity to co-create and teach with Miranda. There is such need for this work."* Fillipa

### **Culturally Diverse Dance development**

Cheshire Dance has been in conversation with Juba de Leao (Oldham) and Movema (Liverpool) over the last few months around the development of Afro-Brazilian dance in the North West and how we might support artists and organisations to develop this work. Included in this Cheshire Dance is supporting Movema to development their leadership model as they continue to grow.

### **Artists Services**

Nine Dance Artists and ALFA have all received support with their work over the last year – through a combination of free studio space, mentoring/guidance or specific input into Arts Council England applications.

### **Presentation and Performance – Developing audiences**

#### **Chester Christmas Light Parade**

Cheshire Dance have once again teamed up with Cheshire West and Chester Council, Chester BID and Russell Kirk to provide the dance element of the Chester Christmas Light Parade.

#### **Lion Salt Works 'Salt' Immersive Dance Film Launch**

The launch of Martin Hylton's 'Salt', a fully immersive dance piece, presented in 360° virtual reality, reflecting the gruelling work that was involved in producing salt at the UK's only remaining open-pan salt works which was created specifically for the LSW funded by Arts Council England's Museum Resilience Fund.



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### **Dance Programmers Cheshire Group**

A group of Dance Programmers in Cheshire came together for a first meeting in April. The group includes Storyhouse, SLANT (Marketing Cheshire), Cheshire Rural Touring Arts, Claire Smith (National Dance Rural Touring Scheme) and the University of Chester Dance Department.

The initial aim is to start informally and focus on finding ways of collaborating around developing dance audiences but also around artist development out what everyone has planned/programmed for the coming season/year. Other potential discussions are where are the gaps/opportunities?, what can we do better together, whether avoiding diary clashes, sharing and developing audiences, shared marketing opportunities as far as what shared development opportunities can we imagine together? This group also connects with the wider venues group as part of Dance Consortia North West.

### **NOW Dance Trilogy**

A series of three performance platform events celebrating the diversity of dance in Cheshire and surrounding areas, with the Creative Case for Diversity, Excellence and Participation at its heart.

NOW: Celebrating Unique Dancers - Cheshire Dance and Vivo Care Choices collaboration to create a short programme of distinctive performances and sharings by dancers with disabilities, from diverse backgrounds and physicalities.

NOW Dance Platform and Workshops - Bringing together dancers of all ages, abilities and backgrounds, both community and professional, to perform and share their passion for the art form. Two afternoon sessions for North West Dance Artists were very well attended and received: Funding Dance and Producing Dance.

NOW: Youth Generation - Opportunity for groups from across Cheshire to perform amongst peers in supportive environment.

### **Chester Zoo Dance Commission**

Super Senses at Chester Zoo's summer long Wild Worlds Festival. Lauren Tucker (as an independent artist) worked with two professional North West based Dance Artists, creating a colourful, visually stunning and captivating duet which enabled audiences to imagine and to understand how flamingos rely on their senses to inform their daily lives and to understand the world around them.

Cheshire Dance worked with DOPE, Homegrown and dancers from Leftwich High on a residential to create a larger scale version of the piece for the celebratory opening event in May 2018. A dance film with the Young People and film artist Dan Lowenstein was made on site whilst in residence at the zoo. Young People documented their experiences of the making and used social media as a critical reflection tool.

Swallows – Chester Zoo ran a small scale two day festival called Wildlife Connections which celebrates UK Wildlife and conservation. The Cheshire Dance team created 'Swallows', an interactive, improvised performance where we invited families to help us build our nest, preen and fly with us.



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### Quay to the Streets and Roots of Rumba

112 young performers took part in Quay to the Streets in Northwich in July. Seen by 600 audience members throughout the day all curated and facilitated by Jack Robinson and DOPE. There were four workshops led by professional artists, 3 of whom were also performing at Roots of Rumba in the evening. A short film has been made capturing the highlights of the performance:

<https://www.facebook.com/cheshiredance/videos/2224184354518803/>

Roots of Rumba – Performances incorporating culturally diverse styles such as capoeira, hip hop, rumba, Afro-Brazilian and house were performed by 15 professional BAME artists. Visiting artists commented on how much they enjoyed the evening and valued the close connection with the local community through the Quays to the Streets workshops, the performances by DOPE and local artists Rafael Braga and Paige Lyon and the jam session at the end where the audience joined in. The partnership with Lion Salt Works, Cheshire Rural Touring and Cheshire West and Chester Council was excellent, worth repeating in future.

*"A true marriage of dance, feeling, culture, politics and love" "Brilliant: Vibrant, life affirming dance with enormous power to move and inspire" "The event was a fun filled evening of amazing artists, music, energy"* Roots of Rumba audience members

### Now Northwich Festival October 2018

Working with a Cheshire West and Chester consultant, Graham Lister and Deda Producing a new one day large scale festival was planned and took place on Saturday 6<sup>th</sup> October in Northwich Town Centre (Witton Street and Baron's Quay). The Artistic Programme had local, national and international strands and was modelled on Derby Feste. Cheshire Dance led on the community development and performance strand of the festival working with Fallen Angels and 9 community groups, partners and local schools on the theme of 'We are Northwich'.

Cheshire Dance also took a lead role in the social media marketing of the event, the recruitment and management of volunteers and the evaluation using Audience Finder tools. A full evaluation is available and images from the event can be seen at <http://www.cheshiredance.org/Gallery/NowNorthwich2018/>.

### Data for 2017-2018

Cheshire Dance facilitated more than 35,478 dance experiences during the financial year April 2017 to March 2018, including 24,007 participation across 1,888 dance sessions, all lead by professional artists. That's more than 5 a day every day of the year. Cheshire Dance also hosted 35 performances that engaged a further 10,970 as audiences and 501 people as dancers (a mix of professionals and community work).

214 of those sessions were facilitated by BME artists, engaging 3,066 attenders. 514 sessions took place with 6,698 attendances amongst people with disabilities. 632 sessions engaged Children and Young People in 12,676 attendances and 407 sessions with older people saw 6,072 attendances. 1,389 sessions took place in areas of socio economic priority and 1,404 (if not all of them) had distinct health and wellbeing benefits as a key aim (Note – the number of sessions add up to more than the total delivered as some achieve multiple outcomes).

Cheshire Dance maintains a strong digital presence for sharing creative content and promoting offers. In so doing it achieved 44,000 website visits, reached over 100,000 through digital distributions, has 3,260 followers and facebook, 2,359 on twitter and our youtube channel received 2,839 additional views during the year.

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Finally, post year-end we are able to share headline figures for Now Northwich whilst fuller details will appear in 2018-2019 annual report. Now Northwich 2018 saw 16 shows, involving 105 staff, supported by 12 volunteers, all of which attracted audiences of 26,000 people across the day and evening programme.

"I've lived here 60 years and I've never seen Northwich so busy. It's amazing!" Audience members and longtime resident of Northwich.

### **Dance Consortia North West**

Dance Consortia North West has been established for around 2 years. Its core Executive Group has grown and continues to grow as different sector partners come forward to join, signing up to its purpose, ambitions and values. It has reached this point and can continue to work through a significant commitment of time, expertise and resources volunteered in-kind by partners. In summary, there is:-

- An Executive Group that works to an Operating Agreement and shared Ambition
- An Executive Working Group that prepares agendas, negotiates with funding bodies on behalf of the wider Executive and deals with the outcomes of decisions taken by the Executive
- A secretariat currently provided by Cheshire Dance
- Three Specialist Task Groups:
  - ALFA – formed Feb 2017, self-identified network of artists
  - Dance HE NW Consortium – pre-existing group
  - Venues group – 1<sup>st</sup> meeting held 7<sup>th</sup> June 2018

These specialist groups include members who do not sit on the Executive Group, but contribute to proposal development and action. Across the Consortia there are currently 26 connected Organisations/Institutions and more than 150 individuals engaged.

### **Beneficiaries of our services**

Cheshire Dance delivers/promotes dance engagement pro-actively amongst specifically targeted groups:

- People from Protected Characteristic groups, including
  - Age - Early Years, Young People, Older People
  - Disability - People with physical disabilities and learning difficulties
  - Race - Participants, dance genres and artists from BAME communities
  - Gender – Girls/Women, Boys/Men specific
  - And less so amongst groups identified by religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy or maternity
- Other specifically target groups
  - Artists
  - People on low incomes and/or living in disadvantaged areas
  - Excluded young people
  - Young people choosing dance as a formal training route into the profession
  - People with health concerns: Cheshire Dance is becoming increasingly recognised as a specialist in Dance and Health working regularly in areas such as Dementia, Parkinsons and Falls.

Cheshire Dance delivers continuing professional development in dance and social justice which not only advances knowledge of the artform, facilitation and dance development but also the effects of physical activity on the body and the duty of care to participants and practitioners. People that engage in Cheshire Dance's continuing professional development activity include:-

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- Artists
- Teachers in both formal and informal educational settings
- Care, health and youth workers and early years practitioners
- Students and young people

Cheshire Dance seeks to engage the public in works of art as audiences. Particular target groups include:-

- People become audience members following their engagements through wider programmes of participation and continuing professional development
- Families, friends, colleagues and communities connected to the groups we work with
- People with an interest in dance and the arts targeted through social media, print and by working in partnership with other organisations

## **Financial review**

### **Reserves policy**

Cheshire Dance requires unrestricted reserves for both investment and risk management. Cheshire Dance maintains a Risk Log separately to its reserves policy.

### **Insolvency**

Likely costs are contingent to skeleton operating costs, net debtor/creditor balances and contractual agreements with staff, particularly to cover redundancy situations.

It is recognised that Cheshire Dance's core funding agreements require notice periods in the event of funding cuts and as such, in the event of insolvency, no additional reserve is required to cover notice periods for staff redundancy.

### **Target Reserve**

As at 31<sup>st</sup> March 2018 Cheshire Dance holds £38,249 of unrestricted, undesignated reserves. The Board has set a target reserve of £38,000 including £20,000 required to cover skeleton running costs and a further £18,000 to cover redundancy costs.

At the date of this report Cheshire Dance has met its Reserves Policy.

### **Review**

The Target Reserve is reviewed each year to take account of all risks and in particular, staff entitlement to redundancy.

If the decision is taken by the Board that insolvency is unavoidable, it would instruct the Director of the company to produce a balanced budget for the insolvency period.

### **Investment**

Any further unrestricted reserves held above the target figure will be invested in Cheshire Dance's long term sustainability and development. The Board will work with the Director and staff to consider designating any further reserves to further the objects of the charity.

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## **Structure, governance and management**

The organisation is a charitable company limited by guarantee, incorporated in 1993 and registered as a charity in 1983. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31<sup>st</sup> March 2018 was 5 (2016:4). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts. The trustees themselves have absolute discretion as to the admission of any person onto the board. Trustees advertise openly for positions, selecting those whose skills and experience best fits the charitable objects and the skills and experience of existing trustees.

This year the Board of trustees has undertaken the following:-

- Review of all policies
- Reviewed the governing document
- Reviewed and amended board induction
- Reviewed and updated all employment contracts
- Created a schedule of matters for Board business
- Workshopped the Creative Case for Diversity
- Convened Board Working Party meetings as and when necessary
- Completed an audit of Board members and embarked on Board recruitment
- Worked with the Cheshire Dance team to improve reporting

## **Related parties and relationships with other organisations**

The trustees maintain an accurate Register on Interests covering both trustees and staff. Where conflicts of interest arise in decision-making, specific interests are noted and interested parties step out of the decision-making process.

The trustees recognise the importance of including practicing artists in its number. During the year two trustees received payment work as freelance artists. They are Jan Halloran and Bettina Carpi.

## **Remuneration policy for key management personnel**

Trustees maintain knowledge of competitive salary levels in the sector. It assesses all staff salaries each year and implements appropriate rises as part of its overall responsibility for financial control and long term resilience.

## **Risk management**

The trustees monitor major risks on a quarterly basis as a standard part of trustee meetings. Equally all key programmes are reviewed alongside financial performance. Key partners engage as observers to these meetings and the Director and staff meet separately with key partners to ensure shared objectives are achieved and plans for the future set out and agreed far in advance.

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## Statement of responsibilities of the trustees

The trustees (who are also directors of Cheshire Dance Workshop Limited for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. 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 Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation

The trustees are responsible for keeping proper accounting records that 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.

## Compliance

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The trustees' annual report has been approved by the trustees on 15 November 2018 and signed on their behalf:-

Jan Halloran  
Chair



Independent examiner's report  
to the trustees of  
Cheshire Dance Workshop Limited

I report on the accounts of the company for the year ended 31 March 2018 which are set out on pages 15 to 28.

**Responsibilities and basis of report**

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

**Independent examiner's statement**

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

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

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

James Gore-Langton FCCA DChA  
Slade & Cooper Ltd, Chartered Certified Accountants  
46-50 Oldham Street, Manchester M4 1LE

6/12/2018

Cheshire Dance Workshop Limited  
Statement of Financial Activities  
(including Income and Expenditure account)  
for the year ended 31 March 2018

	Note	Unrestricted funds £	Restricted funds £	Total funds 2018 £	<i>Total funds 2017 £</i>
<b>Income</b>					
Charitable activities	3	172,946	45,364	218,310	214,798
Investments	4	123	-	123	98
<b>Total income</b>		<b>173,069</b>	<b>45,364</b>	<b>218,433</b>	<b>214,896</b>
<b>Expenditure</b>					
Charitable activities:	5	159,318	43,554	202,872	177,568
<b>Total expenditure</b>		<b>159,318</b>	<b>43,554</b>	<b>202,872</b>	<b>177,568</b>
<b>Net income/(expenditure) for the year</b>	7	<b>13,751</b>	<b>1,810</b>	<b>15,561</b>	<b>37,328</b>
Transfer between funds		(3,500)	3,500	-	-
<b>Net movement in funds for the year</b>		<b>10,251</b>	<b>5,310</b>	<b>15,561</b>	<b>37,328</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		64,167	28,781	92,948	55,620
<b>Total funds carried forward</b>		<b>74,418</b>	<b>34,091</b>	<b>108,509</b>	<b>92,948</b>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

Cheshire Dance Workshop Limited  
Company number 2811035  
Balance sheet as at 31 March 2018

	Note	2018	2017
		£	£
<b>Fixed assets</b>			
Tangible assets	9	3,440	1,662
<b>Total fixed assets</b>		<b>3,440</b>	<b>1,662</b>
<b>Current assets</b>			
Debtors	10	17,027	4,855
Cash at bank and in hand		101,122	98,573
<b>Total current assets</b>		<b>118,149</b>	<b>103,428</b>
<b>Liabilities</b>			
Creditors: amounts falling due in less than one year	11	(13,080)	(12,142)
<b>Net current assets</b>		<b>105,069</b>	<b>91,286</b>
<b>Total assets less current liabilities</b>		<b>108,509</b>	<b>92,948</b>
<b>Net assets</b>		<b>108,509</b>	<b>92,948</b>
<b>The funds of the charity:</b>			
Restricted income funds	12	34,091	28,781
Unrestricted income funds	13	74,418	64,167
<b>Total charity funds</b>		<b>108,509</b>	<b>92,948</b>

For the year in question, the company was entitled to exemption from an audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 13 to 23 form part of these accounts.

Approved by the trustees on 28/11/2018 and signed on their behalf by:

Nina Osbaldeston

Cheshire Dance Workshop Limited  
Statement of Cash Flows  
for the year ending 31 March 2018

	Note	2018 £	2017 £
<b>Cash provided by/(used in) operating activities</b>	15	<b>5,926</b>	<b>17,937</b>
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		123	98
Purchase of tangible fixed assets		(3,500)	(1,414)
<b>Cash provided by/(used in) investing activities</b>		<b>(3,377)</b>	<b>(1,316)</b>
Increase/(decrease) in cash and cash equivalents in the year		2,549	16,621
Cash and cash equivalents at the beginning of the year		98,573	81,952
<b>Cash and cash equivalents at the end of the year</b>		<b>101,122</b>	<b>98,573</b>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018

### **1 Accounting policies**

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

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

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through Update Bulletin 1 published on 2 February 2016) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Cheshire Dance Workshop Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### **b Preparation of the accounts on a going concern basis**

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

There are no key judgments which the trustees have made which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

#### **c Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

Notes to the accounts for the year ended 31 March 2018 (continued)

**d Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**e Interest receivable**

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

**f Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

**g Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.



# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### **h Tangible fixed assets**

Individual fixed assets costing £400 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Asset Category	Annual rate
Equipment	25%

### **i Debtors**

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

### **j Cash at bank and in hand**

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

### **j Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### **k Financial instruments**

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

### **l Pensions**

Employees of the charity are entitled to join a defined contribution scheme. The charity's contribution is restricted to the contributions disclosed in note 8. There were outstanding contributions at the year end of £124 (2017 - £105).

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### 2 Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address is disclosed on page 1.

### 3 Income from charitable activities

	Unrestricted £	Restricted £	Total 2018 £	Total 2017 £
Grants and Contracts				
Arts Council England	88,208		88,208	88,208
Cheshire East Council	15,000		15,000	15,000
Cheshire West & Chester	39,600		39,600	39,606
Cheshire Community Foundation		4,240	4,240	-
AESOP		27,554	27,554	
Earned income	30,138	9,886	40,024	71,563
Other income		3,684	3,684	421
<b>Total</b>	<b>172,946</b>	<b>45,364</b>	<b>218,310</b>	<b>214,798</b>
<i>Total by fund 31 March 2017</i>	<i>175,737</i>	<i>39,061</i>	<i>214,798</i>	

### 4 Investment income

	Unrestricted £	Restricted £	2018 £	2017 £
Income from bank deposits	123		123	98

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### 5 Analysis of expenditure on charitable activities

	Total 2018 £	Total 2017 £
Salaries	117,768	102,494
Other Staff Costs/Contracted Staff	56,894	51,586
Other Core Costs/Resources & Venue/Office	16,467	17,552
Marketing	5,572	1,339
Other Community/Contracts (not inc Salaries)	-	-
Capital Projects/Depreciation	1,722	852
Other/Insurance	2,102	1,825
Governance costs (see note 6)	2,347	1,920
	<hr/>	<hr/>
	202,872	177,568
	<hr/>	<hr/>
	2018 £	2017 £
Restricted expenditure	43,554	24,387
Unrestricted expenditure	159,318	153,181
	<hr/>	<hr/>
	202,872	177,568
	<hr/>	<hr/>

### 6 Analysis of governance costs

	2018 £	2017 £
Accountancy and independent examination	2,347	1,920
	<hr/>	<hr/>
	2,347	1,920
	<hr/>	<hr/>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### 7 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2018 £	2017 £
Depreciation	1,722	852
Independent examiner's remuneration -		
Independent examination	500	500
Accountancy	1,000	1,000
Payroll	456	-
	<hr/>	<hr/>

### 8 Staff costs

Staff costs during the year were as follows:

	2018 £	2017 £
Wages and salaries	111,376	96,909
Social security costs	5,633	5,135
Pension costs	759	450
	<hr/>	<hr/>
	117,768	102,494
	<hr/>	<hr/>

No employees has employee benefits in excess of £60,000 (2017: Nil).

The average number of staff employed during the period was 6 (2017: 5).

The average full time equivalent number of staff employed during the period was 4.4 (2017: 3.8).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £37,892 (2017: £37,276).

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### 9 Trustee remuneration and expenses, and related party transactions

No (2017: two) trustees claimed reimbursed expenses during the year (2017: £68).

One trustee (2017: two) received fees as an artist supplying services to the charity, as permitted by the charity's governing document:

	2018	2017
	£	£
Bettina Carpi	3,800	1,345
Jan Halloran	-	55

Elaine McLean, a trustee, is the mother of Jane McLean who is employed as Creative Director.

Jane McLean received actual salary of £21,624 (2017: £15,423) during the year.

Alicia Halloran, the daughter of Jan Halloran, a trustee, was engaged as a freelance artist by the charity and received fees of £6,740 during the year.

Rafael Braga-Araujo, the son-in-law of Elaine Maclean, a trustee, was engaged as a freelance artist by the charity and received fees of £295 during the year.

Apart from the above transactions, no trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2017: nil).

### 9 Fixed assets: tangible assets

Cost	Computer equipment £	Total £
At 1 April 2017	30,263	30,263
Additions	3,500	3,500
Disposals	-	-
	<hr/>	<hr/>
At 31 March 2018	33,763	33,763
	<hr/>	<hr/>
Depreciation		
At 1 April 2017	28,601	28,601
Charge for the year	1,722	1,722
Disposals	-	-
	<hr/>	<hr/>
At 31 March 2018	30,323	30,323
	<hr/>	<hr/>
Net book value		
At 31 March 2018	3,440	3,440
	<hr/>	<hr/>
At 31 March 2017	1,662	1,662
	<hr/>	<hr/>

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### 10 Debtors

	2018 £	2017 £
Fees receivable	14,927	3,455
Prepayments	2,100	1,400
	<hr/>	<hr/>
	17,027	4,855
	<hr/> <hr/>	<hr/> <hr/>

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

	2018 £	2017 £
Taxation & social security	2,305	1,856
Trade creditors	3,681	1,395
Accruals	7,094	8,891
	<hr/>	<hr/>
	13,080	12,142
	<hr/> <hr/>	<hr/> <hr/>



# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### 12 Analysis of movements in restricted funds

	Balance at 1 April 2017 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2018 £
Training Community	21,821	43,017	(36,495)		28,343
Training Prof	5,528	2,347	(5,452)		2,423
Capital Grants	1,432	-	(1,607)	3,500	3,325
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total	28,781	45,364	(43,554)	3,500	34,091
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

<b>Previous reporting period</b>	Balance at 1 April 2016 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2017 £
Training Community	4,212	35,032	(19,923)	2,500	21,821
Training Prof	5,225	4,029	(3,726)	-	5,528
Capital Grants	756	-	(738)	1,414	1,432
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total	10,193	39,061	(24,387)	3,914	28,781
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

<b>Name of</b>	<b>Description, nature and purposes of the fund</b>
Training Community	This represents funds to deliver inclusion projects, mainly relating to the Dance to Health Programme including funds derived from AESOP, a Dance and Dementia Programme including funds mainly derived from Cheshire East Council, a Dance and Disability Programme 'More Reasons to Dance', including funds derived from People Dancing and a Young Peoples' Dance Development Programme 'DMPC' including funds mainly derived from Cheshire Community Foundation.
Training Prof	This represents funds to deliver training and are mainly derived from Arts Council England.
Capital Grants	This represents funds held to be released against depreciation on fixed assets, with funds mainly derived from Cheshire Dance including those transferred from unrestricted funds.

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### 13 Analysis of movement in unrestricted funds

	Balance at 1 April 2017 £	Income £	Expenditure £	Transfers £	As at 31 March 2018 £
General fund	35,998	173,069	(159,318)	(11,500)	38,249
Designated fund	28,169	-	-	8,000	36,169
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	64,167	173,069	(159,318)	(3,500)	74,418
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Previous reporting period</b>	Balance at 1 April 2016 £	Income £	Expenditure £	Transfers £	As at 31 March 2017 £
General fund	27,258	175,835	(153,181)	(13,914)	35,998
Designated fund	18,169	-	-	10,000	28,169
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	45,427	175,835	(153,181)	(3,914)	64,167
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Name of</b>	<b>Description, nature and purposes of the fund</b>				
General fund	The free reserves after allowing for all designated funds				
Designated fund	Designate to cover committed core costs, including that for the progression of a feasibility study to establish a residential base for the organisation.				

# Cheshire Dance Workshop Limited

## Notes to the accounts for the year ended 31 March 2018 (continued)

### 14 Analysis of net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total £
Equipment	3,440	-		3,440
Net current assets/(liabilities)	42,809	28,169	34,091	105,069
	<hr/>	<hr/>	<hr/>	<hr/>
Total	46,249	28,169	34,091	108,509
	<hr/>	<hr/>	<hr/>	<hr/>

### 15 Reconciliation of net movement in funds to net cash flow from operating activities

	2018 £	2017 £
<b>Net income/(expenditure) for the year</b>	15,561	37,328
<b>Adjustments for:</b>		
Depreciation charge	1,722	852
Dividends, interest and rents from investments	(123)	(98)
Decrease/(increase) in debtors	(12,172)	(2,525)
Increase/(decrease) in creditors	938	(17,620)
	<hr/>	<hr/>
<b>Net cash provided by/(used in) operating activities</b>	5,926	17,937
	<hr/>	<hr/>