

The background image shows the entrance to Rambert School, featuring a large arched gateway with intricate white lattice work. Two students, a girl and a boy, are walking along a path in the foreground. The entire image is overlaid with a semi-transparent red filter and a large diagonal red stripe running from the top right towards the bottom left. The text is in white, providing a high-contrast look.

RAMBERT SCHOOL

FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 JULY 2018

**94% OF STUDENTS WERE SATISFIED
WITH THE QUALITY OF THE FD BALLET
AND CONTEMPORARY DANCE
COURSE AT RAMBERT SCHOOL —
NATIONAL STUDENT SURVEY 2018**

CONTENTS

- 2 Officers and professional advisers
- 4 Message from the Chairman of the Board
- 6 Report of the Board and financial review
- 24 Statement of responsibilities of the Trustees
- 25 Corporate governance and internal control statement
- 26 Independent auditor’s report to the members
- 29 Statement of Comprehensive Income
- 30 Statement of Changes in Reserves
- 31 Balance Sheet
- 32 Statement of Cash Flows
- 33 Statement of accounting policies
- 36 Notes to the financial statements

OFFICERS AND
PROFESSIONAL ADVISERS

Key management personnel	Key management personnel are defined as the Board and the members of the Senior Management Team and were represented by the following in 2017/18 Amanda Britton, Principal, Clare Buckle, Finance Director Grace Campbell, Head of Administration Darren Ellis, Deputy Principal Phaedra Petsilas, Head of Studies
Board of Governors	Richard Cooper (Chairman) Rachel Avery Sarah Campbell Sophie Caruth Assis Carreiro MBE David Cazalet Hope Keelan Holly Larrett Lesley Payne (retired on 31.12.17) Jane Pleydell-Bouverie Frances Prenn (appointed on 5.4.18) Katie Thorpe
Patrons	Lady Anya Sainsbury CBE Robert Cohan CBE
Principal, Artistic Director and Accountable Officer	Amanda Britton
Finance Director and Company Secretary	Clare Buckle
Registered Office and principal address	Clifton Lodge St Margarets Drive Twickenham TW1 1QN
Auditor	Buzzacott LLP 130 Wood Street, London EC2V 6DL
Bankers	Coutts & Co 440 Strand, London WC2R 0QS Virgin Money plc Jubilee House, Gosforth, Newcastle upon Tyne NE3 4PL Nationwide Building Society Nationwide House, Pipers Way, Swindon SN38 1NW
Website	rambertschool.org.uk
Charity registration number	1098900
Company registration number	4713720



Photographer: Nicole Guarino

MESSAGE FROM THE CHAIRMAN OF THE BOARD



**‘THE DANCERS COMBINED
FULLNESS OF MOVEMENT
WITH CLEAN DETAIL,
RESPONDING WELL TO THE
DIFFERENT CHALLENGES OF
THESE WORKS.’— DANCING
TIMES REVIEW OF SUMMER
SHOWCASE AT THE PLACE IN
JUNE 2018.**

I am pleased to report a surplus for the year of £440,040, a significant increase on prior years as a result of higher student numbers, a doubling of income from activities outside our higher education provision and a boost in support from our funders. This surplus will allow the School to continue its investment in its students and staff, its buildings and the equipment needed to deliver its academic strategy. Strong student recruitment and robust finances including cash balances are two of the School's key strengths.

Rambert School exists for its students and we continue to provide the very best in student support, from help with specific learning difficulties and support with mental health, to refurbishment of the student common room and changing rooms which took place over the summer. Financial support for our students, in the form of bursary and scholarship awards and fee waivers, increased by 80% during the year to £215,045 (2017: £119,578).

Value for money for our students and our funders, primarily the Office for Students, is at the forefront of our minds. In the National Student Survey (‘NSS’) this year 94% of our students on the degree programme registered overall satisfaction with the quality of their course, with 95% expressing approval of the teaching of their course and 91% saying that their course had challenged them to achieve their best work. As a member of the Conservatoire for Dance and Drama (CDD), the School was delighted to learn that CDD was awarded Gold under the government's Teaching Excellence Framework last year, having been confirmed as a provider of world-leading teaching. An increase in spend this year on teaching staff including guest teachers, performance costs including tours and costumes, and student facilities will help us to ensure we maintain our high standards of provision for students.

The Higher Education sector has been criticised by the Office for Students for excessive salaries paid to its senior members of staff. At Rambert School, no member of staff is paid over £85,000 including benefits. We have no median pay gap at the School, which means that the midpoints in the ranges of hourly earnings of men and women are the same. Our Principal's salary is 1.57 times the average salary which is significantly below the figures reported in the press for other Higher Education providers.

The School continues to face challenges associated with operating in the Higher Education sector as, although government funding for 2018/19 and the following academic year has been confirmed, it is uncertain thereafter. Reducing the School's reliance on its government funding, through the diversification of income streams and managing the School's limited resources, remains our priority.

With an ever increasing demand for places and pressures to increase student numbers in order to replace government grant income with tuition fees, the School needs more studio space to ensure it does not prejudice the standard of the student experience. Following a broadly positive response from a pre-planning application to the London Borough of Richmond upon Thames, plans are being developed for the extension of one of our studios, with neighbourhood consultations underway. The costs of this extension will be met from the School's reserves and some fundraising.

We believe that there is a significant and underdeveloped opportunity to raise philanthropic funds for Rambert School, and the need for capital improvements creates an urgency for support. There is much goodwill around the School and we have engaged The Philanthropy Company, a fundraising consultancy with experience of working with charities of our size, to assist the senior management team of the School in putting this goodwill to advantage, initially by updating the School's case for support. The Centenary celebrations in 2019/20 will create an excellent opportunity for the School to engage with supporters including our alumni.

Meanwhile, we continue to manage the School's resources as effectively as possible. The School's site includes listed buildings and a rolling programme of maintenance and refurbishment, in line with our Estates Strategy, is in place. During the summer months all changing rooms were redesigned and fully refurbished.

This summer saw the inauguration of our new MA in Professional Dance Performance, known as Rambert2, in collaboration with Rambert dance company and supported by The Linbury Trust. Thirteen graduates and early-career professionals have come together from all over the world to form the first cohort of this junior company. We are all very

much looking forward to seeing them perform at Sadler's Wells Theatre in November of this year, after which they will be touring to venues throughout the UK until June 2019.

The School's learning and participation programme continues to flourish. Community classes, projects with local schools and colleges, and community engagement all help to support the School's widening participation objectives. As well as being an excellent route to increase the diversity of participants that we engage with, they can ignite a passion for dance in young people and adults. Pre-vocational courses and summer intensives support the preparation of young dancers aspiring to enter vocational training and bursaries are offered to increase the accessibility of these opportunities.

I would like to express sincere thanks to our Patrons Anya Sainsbury and Robert Cohan. Anya, who stepped down from the Board of Trustees in June 2016 after nearly sixteen years, has been at the centre of the School's development for all those years and more, and much of its spirit and ethos result from her influence and generosity. Our third year students are very lucky indeed to benefit from Anya's continued coaching of ballet solos. Robert Cohan's influence has been described as a huge and unquantifiable force and the School continues to benefit enormously from his inspiration.

I am also immensely grateful to my fellow trustees and to the members of the Inner Circle and Friends Scheme, and other benefactors of the School for their on-going support.

2018/19 promises to be another eventful year as our building plans take shape, our collaborations with colleagues at Rambert dance company continue to evolve and a rich programme of new works is created for our students.

Richard Cooper
Chairman of the Board

Rambert School of Ballet and Contemporary Dance (‘the School’) is a company limited by guarantee and a registered charity. It was incorporated on 27 March 2003 and is governed by its memorandum and articles of association.

The Board, whose members are directors for the purposes of the Companies Act (all non-executive) and trustees for the purposes of the Charities Act, presents the report and the financial statements of the School for the year ended 31 July 2018.

OVERVIEW

Rambert School has for almost 100 years upheld an international reputation for delivering elite vocational dance training. Throughout the School’s history the creative energy and spirit of its founder, Marie Rambert, have endured. Graduates’ work is characterised by their individuality, creativity and artistic expression in addition to strong technical skills, and they can be found in all areas of the profession: as dancers, choreographers, teachers, academics and directors.

Students at the School work in a professionally-oriented environment in which the history of the art form is understood and respected, whilst its boundaries are examined and questioned. Arguably the equal emphasis on training in the two genres of ballet and contemporary dance is unique in the UK, and the curriculum is enriched by inputs from guest artists and choreographers from the profession. Within the degree curriculum an enhanced academic programme has been developed to promote broader life skills, such as critical thinking and the ability to research independently, although the School’s approach to vocational dance training has remained largely unchanged since the late 1970s.

Marie Rambert famously stated that her School should not be a ‘sausage factory’. Each individual is carefully supported, during training and often beyond, through a programme which is flexible enough to cater for individual physical differences and which fosters personal reflection and research. Each cohort hosts a diverse range of students from widely varied backgrounds. This encourages a cross-fertilisation of ideas and creates graduates who are both open to new concepts and respectful of cultural diversity.

The School moved to its current premises in 2005. At the same time it entered the Higher Education (HE) sector, joining the Conservatoire for Dance and Drama (CDD) and validating the Foundation Degree and BA (Hons) courses in Ballet and Contemporary Dance with the University of Kent.

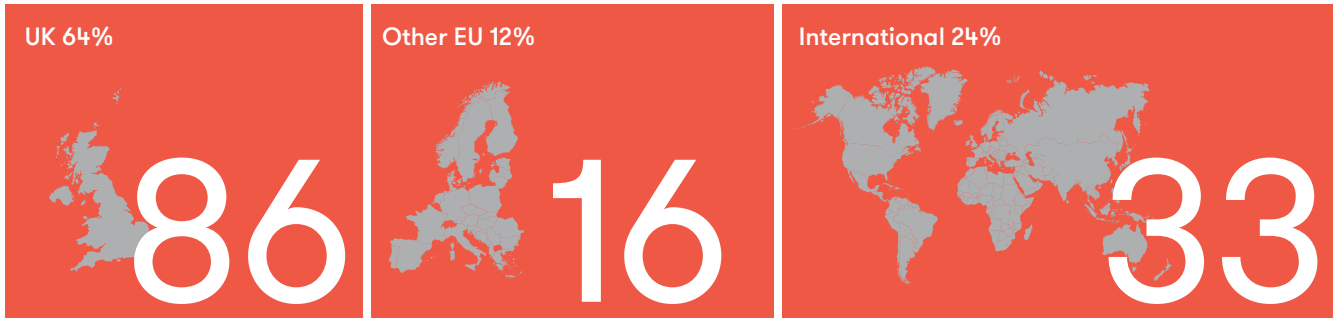
The School’s entry into HE in 2005 initially put it on a stable financial footing. The eight highly renowned affiliate schools of the CDD have collectively developed a strong voice in the arena of HE governance, allowing them to punch above their weight in arguing the importance of funding for the performing arts. However, there have been major changes in the landscape of HE since that time, most recently with a prolonged squeeze in public funding. The ground is still shifting and there is a great deal of uncertainty which increasingly puts pressure on the School’s resources and forces it to think creatively about developing new income streams to create financial resilience.

However, the School exists for its students, and at the centre of the future strategy lies the aspiration to draw in the most talented students, continually developing and improving the training and provision, and to see our graduates succeed at the highest level.

Although student numbers have risen over recent years, and may continue to do so as we respond to increasing demand,

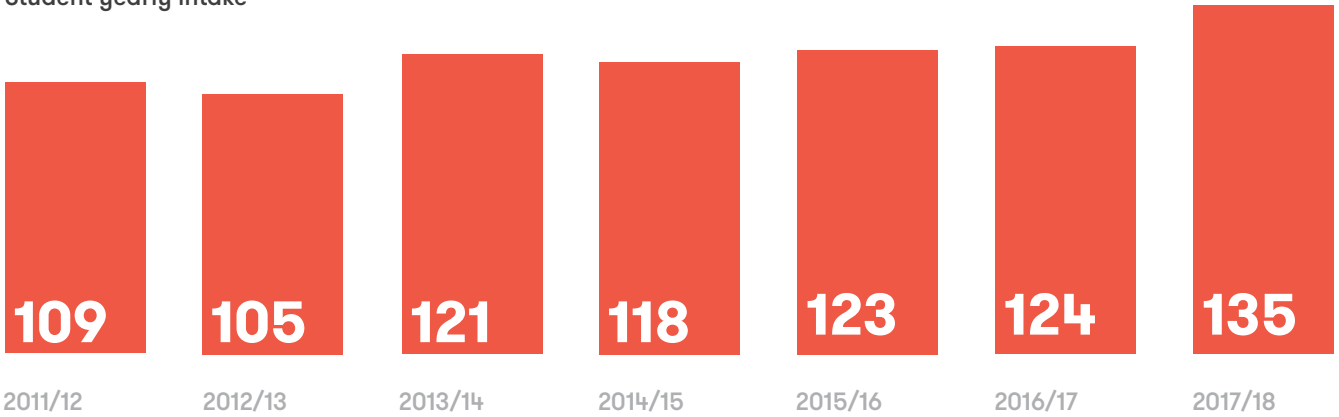
Rambert School has always been comparatively small, and we wish for it to remain so. Limiting student numbers allows us to create a warm and caring atmosphere, provide support for every student, and give each individual many opportunities to grow and develop as a performer, as a dance artist, and as a person, at this formative stage in their life and career.

Our students’ country of origin in 2017/18



Total number of students 135

Student yearly intake



REPORT FROM THE PRINCIPAL

In the three years since I became Principal, the School has undergone a period of rapid change, both cementing the core philosophies of the training and opening doors for new developments and innovations. Standards of student achievement continue to be very high with excellent graduate employment. Application numbers have increased and competition for places, including from overseas candidates, is very strong. The first audition for the new MA in Professional Dance Performance attracted over 800 applicants for just 13 places.

The School will celebrate its centenary in 2019/20 and planning is underway to celebrate this landmark through a series of special events and performances. The Rambert School training is distinctive and unique, and we are keen to continue developing our dance curriculum, cultivate our students’ creativity, and to nurture our links with the profession, so our graduates continue to succeed at the highest level.

OUR STRATEGIC PRIORITIES

1: To develop and enhance Rambert School’s unique training model

The curriculum has been under review since 2015, as we have further embedded concepts from dance science research, ensured the balance of ballet and contemporary dance within the curriculum is 50-50 (as widely advertised), and added more guest workshops, performance and choreographic opportunities for students.

We strive to be responsive to a fast-changing dance profession, whilst upholding the highest standards of student achievement within the core dance technical training. The input of visiting professionals is vital, and there is now constant interaction with external guests on a weekly basis. This enables students to develop their practice in readiness for auditions and provides networking opportunities with current practitioners.

Over the last year we have enhanced student support systems to integrate physical and pastoral support more cohesively. Our commitment to support each individual throughout their journey at Rambert School is unequivocal and to this end a huge amount of staff time and resource is spent one-to-one with students: contact hours remain exceptionally high. Safeguarding is an area which is currently under review, to ensure our policies and working practices remain exemplary in the light of the recent revelations in the charity, sport and film sectors. We continue to seek support for our student bursary fund through a variety of means to ensure that all of our

students on low income are supported throughout their time at Rambert School.

Staff development and research are vital to maintain currency in the School’s training and education, and we have created new opportunities for research, exchange of ideas, and staff input to curriculum development through regular staff meetings and termly staff training days.

The School continues to improve the way it communicates with stakeholders, including students and their parents, new students, both nationally and internationally, feeder schools, alumni and professional dance companies. We recognise the need to market the School assertively, particularly through our use of social media and to continue attracting the most talented students.

2: To grow Rambert School’s educational provision

It is thirteen years since the School’s Foundation Degree and BA (Hons) programmes were validated by the University of Kent. A second Periodic Review of the programmes was successfully carried out by the University in June 2018.

In July 2018 we launched a new postgraduate degree in partnership with Rambert dance company. Rambert2 is a junior company for Rambert, and its thirteen postgraduate students are undertaking a one-year MA in Professional Dance Performance validated by the University of Kent.

The School must keep pace with the government’s requirements for Higher Education providers. We commissioned a strategic review in January 2016 to examine opportunities for income generation and community outreach work at the School, and as a result of this the School’s programme of Learning and Participation (L&P) activity began in September 2016. We wanted to actively seek the involvement of both our local community and of the dance community, to strengthen and build upon the reputation of the School, and to champion, support and nurture participation and engagement in dance, creative expression and lifelong learning. Our programme of L&P activities has quickly grown to include classes and short courses for children, young people and adults in School, and engagement with local schools and colleges.

We are also exploring ways to use the Rambert name, strengthen the ‘brand’, and to make our work accessible to a wider and more diverse range of people through development of a contemporary dance syllabus for young people.



3: To achieve sustainability as Rambert School enters its second century

The School’s human resources and buildings are huge assets, and investment in both remains a priority. A rolling programme of maintenance and refurbishment has been developed as part of our Estates Strategy, and our health and safety policies and procedures are regularly reviewed by an independent consultant to ensure they meet best practice.

Our aim is for Rambert School to remain as small as possible, so that our training can remain intensive and carefully tailored to each individual. However, the School is expanding with a small increase in the number of students, at least for the short term, to enable us to achieve our goal of financial independence. The current premises were created for a maximum of 105 students and we now have a student roll of almost 140. We therefore have hit a ceiling in terms of the number of students that we can fit into the building in its present configuration and the pressure to increase our studio and student breakout space is mounting. A number of potential developments to our site are being developed which will provide more space.

The School is acutely aware of a changing landscape and a good deal of uncertainty within Higher Education funding. To ensure its financial health in the long term we urgently need to diversify our income streams and maximise the use of our resources by continuing to develop activities outside of our core provision. As a long-term plan for sustainability emerges, it is clear that the School needs to invest in various new projects for income generation whilst initiating a fundraising campaign to develop the site.

CURRENT YEAR ACTIVITIES AND FUTURE DEVELOPMENTS

Performances during the year

New works were created for our third-year students by Theo Clinkard, Wayne Parsons and Ashley Page. Staff member Paul Liburd MBE re-staged a section of Rafael Bonachela’s ‘Linear Remains’ for second year students. This technically challenging work was first performed by Rambert dance company in 2001, and following this Bonachela went on to become Artistic Director of Sydney Dance Company, a position he still holds.

Former Artistic Director of Rambert dance company Mark Baldwin choreographed ‘Appalachian Spring’ in 2017 for a special performance at the Barbican Concert Hall, accompanied by live music performed by the wonderful young musicians of the London Schools Symphony Orchestra, and this work was re-staged for 2018 performances. We are deeply grateful to Mark for his commitment to Rambert School and its students throughout his 15-year tenure as Artistic Director of Rambert dance company, and look forward to continuing our creative collaborations with Mark in the future.

Summer showcase performances this year were held at the Robin Howard Dance Theatre at The Place in London, and at the Lilian Baylis Studio at Sadler’s Wells. Students also performed for Swindon’s youth dance programme, for a local borough group of ‘gifted and talented’ dance students at Orleans Park secondary school in Twickenham and at BRIT School Croydon, as well as in our own Anya Linden Studio Theatre.

Afternoon dress rehearsals at the School were once again opened up for free to local residents and local school children to encourage participation from our local community.

Collaborations

Seven students toured with the Rambert dance company in *A Linha Curva* at various venues throughout the UK in the autumn and spring, providing them with invaluable professional experience in their final year of training.

Choreographers and dancers from Rambert School collaborated again this year with students on the Central Saint Martin’s BA Performance Design & Practice course. They presented original works together with dancers from Central School of Ballet and London Studio Centre.

Lighting designers from RADA collaborated with three of our student choreographers to create new designs for pre-existing choreography, demonstrating that within a few hours the whole look and feel of a work can be completely transformed. The performance was followed by a Q&A and a lively exchange between students from RADA and Rambert School.



Photographer: Nicole Guarino

Third-year students performed at The Point Theatre, Eastleigh, a new venue for the School this year. We are developing a fruitful relationship with The Point, a small but recognised dance house, including through youth and community activities in collaboration with Hampshire Youth Dance Company, and through a young choreographers' programme which is supported by The Linbury Trust.

Weekly workshops for second and third-year students were again led by a diverse range of superb 'Fresh Friday' guest teachers.

Choreography

Rambert School has a longstanding reputation for nurturing choreographic talent, and students have a number of chances to create work during the year. In 2017/18 over 70 short works were performed during the School's two weeks of Student Choreographic Showcases.

In July, first-year students Oscar Li, Rosie Reith and Archie White performed self-choreographed solos at the International Youth Arts Festival at the Arthur Cotterell Theatre, Kingston.

During the Summer Term, third-year students Harry Galloway and Luigi Nardone were commissioned jointly by the School and The Point, Eastleigh, to create two new works for Hampshire Youth Dance Company (HYDC). The pieces were initially performed as a curtain-raiser for the School's performance at The Point, as part of the Eastleigh Unwrapped arts festival and as part of An Evening with HYDC in July. There are plans to repeat this collaboration next academic year.

Third-year student Connor Scott won three awards at the 2018 Ballett Gesellschaft International Competition for Choreographers in Hanover. His hilarious and innovative piece 'What Goes Up', performed with second year student Joey Barton, took home the Audience Award, the Delattre Dance Company Award and the Bundesjugendballett Production Award.

We were thrilled to learn that Chris Thomas (2017 graduate) was named as one of the first Sadler's Wells Young Associate Choreographers, and Arielle Smith (2016 graduate) as Young

Associate Choreographer for New Adventures. Arielle has also created a full-length work for her own company, most of whom trained at Rambert School. She joins other recent graduates who are working successfully as choreographers, including Richard Chappell, Sophie Wright, Charlotte Edmonds, Jamie Neale, and Jason Mabana.

Student highlights including graduate destinations and alumni achievements

We are immensely proud of all of our graduates and follow their careers with great interest. Destinations for 2018 graduates include:

Salome Pressac and Max Day – Rambert2, **Benjamin Knapper** – BalletBoyz, **Luigi Nardone** – Scottish Dance Theatre, **Holly Vallis** – Tanztheatre Munster, **Jacob Lang** – James Wilton Dance, **Melissa Braithwaite and Jason Tucker** – Richard Alston Dance Company, **Ella Pillegi and Matt Bell** – Danish Dance Theatre, **Harry Galloway** – EDGE, **Connor Scot** - Humanhood, **Ruth Chiang and Eleanor Stephenson** – VERVE, **Hayley Walker** – Joss Arnott's 'Emergence' Junior Company, **Arianne Morgan** – Matthew Bourne's New Adventures, **Reina Katsuda** – Mind the Gap, **Ben Holloway** – New English Ballet Theatre.

Future developments

Applications are now open for the first Rambert School Autumn Intensive 2018. The three-day course in October will offer aspiring dancers aged 15-19 years the chance to take part in an intensive training programme designed to deepen technical understanding and support creative expression, helping to prepare ahead of vocational auditions.

Following a workshop-style audition in July, 25 aspiring young dancers have been selected for the Pre-Vocational Course 2018/19. The course aims to provide experience of and insight into dance training at a vocational level and support students interested in focusing equally on both ballet and contemporary technique. Dancers will be taught by experienced teachers and dance artists working, teaching and performing in the UK.

‘JUST SHY OF ITS 100TH BIRTHDAY, THE CURRENT INCARNATION OF RAMBERT SCHOOL IS FIRMLY AT THE FOREFRONT OF PROFESSIONAL DANCE TRAINING IN THE UNITED KINGDOM.’ — LUKE BRADSHAW, DANCE EUROPE MAGAZINE

International auditions will take place in Japan in December and Los Angeles in February. I will also be travelling to Brisbane in September for the inaugural week of a new international contemporary dance competition, for which we have agreed to be a partner school.

Guest choreographers for next year will be Julie Cunningham, Jason Mabana and Charlotte Edmonds. Neo-classical work will be created by Martin Lawrance, long-time dancer and artistic associate of Richard Alston, and we are thrilled that Kim Brandstrup will further develop the work he began this year with second-year students when he came to workshop ideas prior to beginning creation of 'Life is a Dream' with the Rambert dance company. Kim will be assisted during the creative process by School alumnus Jonathan Goddard.

I would like to express my grateful thanks to The Linbury Trust, Christopher and Marian Bruce, the Wayne Sleep Foundation, the Harold Hyam Wingate Foundation, the D'Oyly Carte Charitable Trust and the Lionel Bart Foundation for their generous support this year of the School and our students.

And finally, I would like to pay tribute to Diana Vere, known affectionately to many as 'Foxye', who passed away recently after a long illness. Foxye enjoyed an illustrious performing career with The Royal Ballet, before teaching at the School from the early 80s until her retirement. Foxye was beloved by many and taught me in my first year of training at the School. I am sure many will remember Foxye as a wonderful teacher, as well as for her warmth and for her great sense of humour.

Amanda Britton
Principal and Artistic director



Slonimsky's Earbox
Photographer: Nicole Guarino

Clockwise from right:

100hundred years performance at Victoria station
Photographer: Combination Dance

Arts Richmond Insight Visit
Photographer: James Bell

Performers from the ASPIRE secondary school project
Photographer: Gigi Giannella

Spring Waters
Photographer: Nicole Guarino

Saturday children's class participant
Photographer: Nicole Guarino



**‘RAMBERT SCHOOL GRADUATES ARE
OPEN-MINDED, STRONG WILLED, HARD
WORKING, INNOVATIVE AND BIG-HEARTED
ARTISTS WHOSE ATTRIBUTES ARE VALUABLE
TO ANY INDUSTRY.’ — DANCE ARTIST AND
RAMBERT SCHOOL GRADUATE**





FINANCIAL
REVIEW

£2,597,652

Income

–

£2,153,612

Expenditure

=

£444,040

Net surplus

Financial Objectives
The School’s financial objectives are to ensure that its activities remain financially viable in the long term, allowing it to continue to invest in staff, buildings and equipment needed to deliver its academic strategy, and to guard against events that might damage the School’s financial health.

Income
Income for the year increased by 28% to £2,597,652 (2017: £2,034,691). The School’s principal funding sources remain the grants received from HEFCE / the Office for Students (OfS) and tuition fees received from students. Student numbers on the degree programme rose this year from 124 to 135 and tuition fee income increased accordingly. Although the School received £41,228 additional government funding in 2017/18 to invest in projects which are in line with the government’s Industrial Strategy, the main government funding stream is the teaching grant in the form of an Institution Specific Targeted Allowance (ISTA).

We believe our government funding to be secure for the next two years, but after this period it is uncertain. During the next two years the School has plans in place to increase the income generated from student fees, by increasing student numbers to around 140, as well as from new income streams. The School’s income generated from other activities, such as classes, short courses and studio hires, doubled this year. However, it remains small in absolute terms and further diversification of the School’s income continues to be a priority. This is essential in order to reduce our reliance on Government funding, over which we have limited control.

The School received two new grants this year. £65,000 was received to fund bursaries for the students enrolled on our new MA in Professional Dance Performance, known as Rambert2, and £75,000 was received towards the costs of expanding and refurbishing the School’s estate. Both grants resulted from the continued support of The Linbury Trust.

Expenditure
Total expenditure of £2,153,612 rose by 14% in the year (2017: £1,894,819).

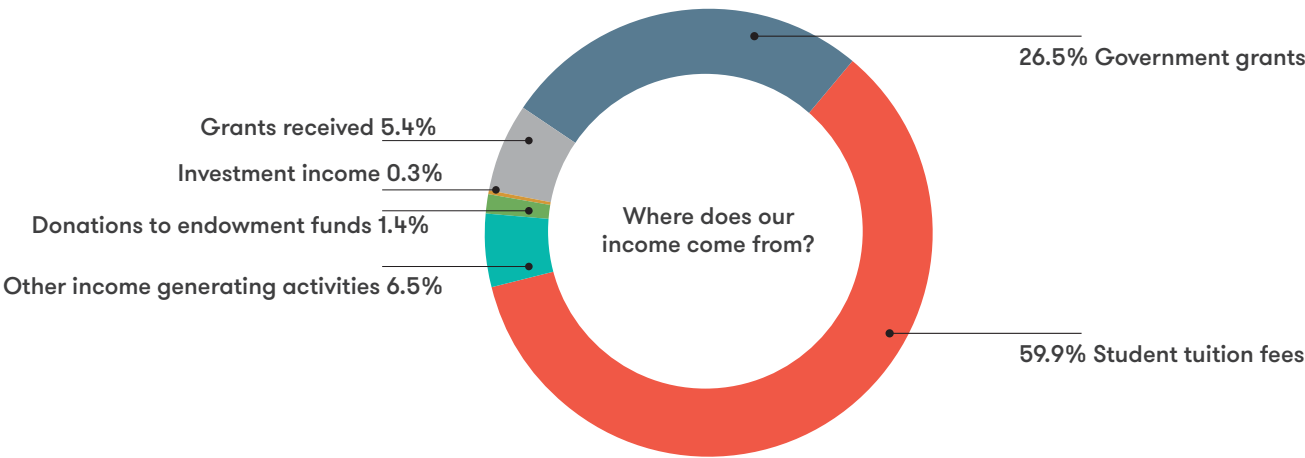
Staff costs increased overall by 13%, with an increase in teaching staff costs primarily due to the teaching costs associated with an additional week of summer intensive and a pre-vocational course introduced this year. Other staff costs increased as a result of the creation of a new security guard post, a six-month contract for marketing support and a full year of costs for the role of fundraiser.

Other operating costs, excluding scholarship and bursary awards and fee waivers, rose by 5%. Investment in maintaining and enhancing the School’s buildings and grounds has continued and there were costs for additional performances during the year. Professional fees were incurred developing the plans for expanding the current site, reviewing our safeguarding policies and working practices to ensure they are exemplary, and in trademarking the Rambert name overseas.

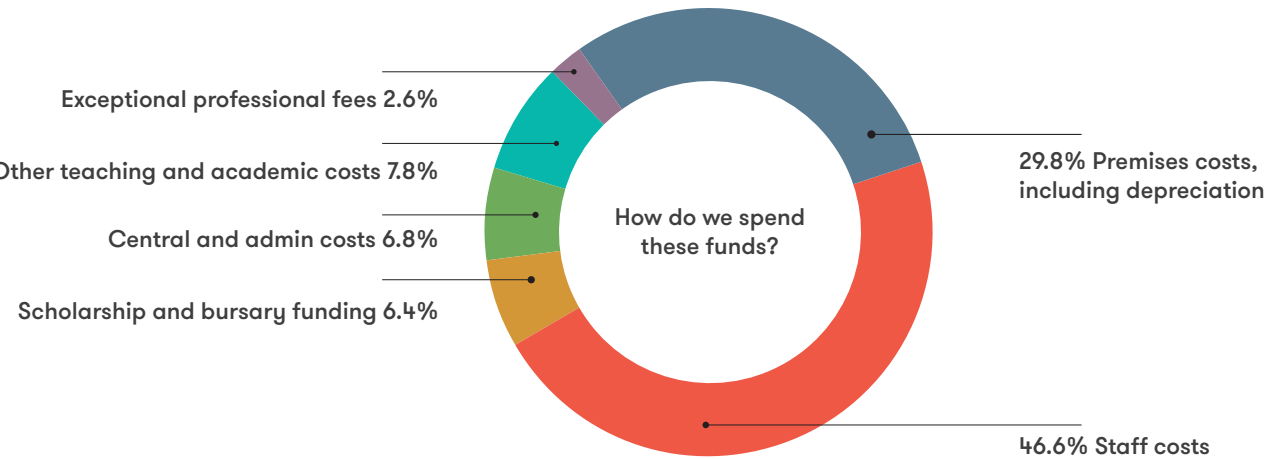
We have developed and implemented a new Marketing and Communications strategy during the year, including the purchase and implementation of a new contacts database and the creation of a new post within the marketing team from October 2018. IT systems were improved during the year with a move to Office365 and the purchase of timetabling software.

Scholarships and bursaries
Many of the School’s strengths stem from its diverse student body and it is vital for us to attract the most talented applicants regardless of their background or household income. Scholarship and bursary awards, including fee waivers, paid to students during the year amounted to £215,045 (2017: £119,578), with 57% of students at the School receiving some form of financial assistance from the School. The student bursary fund is running low and a drive to supplement it is under way.

INCOME



EXPENDITURE



BALANCE SHEET

The School’s balance sheet continues to strengthen with net assets of £2,052,858 (2017: £1,608,818), and levels of working capital, cash balances and short term deposits remaining healthy.

Reserves

General reserves at 31 July 2018 amounted to £1,880,334 (2017: £1,424,318). The Board aims for a figure of £800,000 as the level of freely available general reserves that it would be prudent for the School to hold in its balance sheet, based on one term’s anticipated expenditure for 2018/19. In addition to this, the Trustees have identified three specific areas where general reserves may be required to meet future obligations or events.

These are:

- The expansion and maintenance of the School’s estate,
- A possible reduction in central government funding, and
- Exit liabilities should the School withdraw from either of the two pension schemes in which it participates.

Further details are provided in note 16 to the financial statements.

The Board continues to keep the level of reserves and the reserves policy under review. It is confident that the School has adequate working capital and that its solvency is satisfactory.

Cash position and investment policies

The School had cash and short term deposit balances, excluding endowment funds, of £1,892,510 at 31 July 2018 (2017: £1,593,429). It does not, however, own the buildings in which it operates and these are held by Rambert School of Ballet and Contemporary Dance Trust (‘the Trust’). See note 24. The Trust had secured bank and other loans outstanding of £3,137,440 at the year-end (2017: £3,299,730). These loans are effectively serviced by the School through rent payments of £330,000 per annum to the Trust.

A policy is in place for the investment of funds into short term deposits of up to one year to allow the School to optimise returns on its cash balances, whilst ensuring sufficient funds

are available to meet its day-to-day requirements. This policy has been approved by the School’s Finance and Premises Committee.

Capital expenditure

During the year, the School purchased a new piano and invested in timetabling software and new computers for use by staff and students. These projects were paid for in part by a capital grant from the CDD.

Risks and uncertainties

As noted in the Corporate Governance and Internal Control Statement, the Board has carried out a detailed assessment of the major risks to which the School is exposed, and these have been ranked in terms of their potential impact and likelihood. They include business, operational and compliance risk as well as financial risk.

The current top four risks detailed on the School’s risk register are:

- Over-dependency on government funding, leading to vulnerability to policy change and funding cutbacks. New income streams have been identified and are currently being developed to reduce this dependency going forward.
- Student recruitment and retention. The School met its targets for student recruitment and retention in 2017/18 and student numbers for September 2018 are strong. Following Brexit, however, recruitment is likely to become increasingly challenging, with fees for students from within the EU but outside the UK still to be determined and any changes to student visas as yet unknown.
- Protection of the School’s brand and identity. A completely new brand identity and website were launched in June 2016 with great success. The School’s trademark has now been registered in the UK and registrations are under way in eight other countries and the EU.
- Relationships with donors and other funders. A fundraising strategy and plan is currently being developed.

The Board reviews these risks on an on-going basis and satisfies itself that adequate systems and procedures are in place to manage the risks identified. Where appropriate, risks are covered by insurance.

The following framework is central to ensuring adequate risk assurance:

- Regular monitoring of our major risks and development of action plans;
- Embedding risk identification and assessment within operating procedures;
- A clear structure of delegated authority and control;
- Review of key systems and procedures through internal audit arrangements;
- Income and expenditure budgets for our activities;
- Maintaining adequate reserves; and
- Regular summary reports on risk management to the Board.

In 2017 the Internal Auditor reported on the School’s risk, governance and baseline internal controls. It gave the School an assurance level of Substantial, the highest level, and reported no significant weaknesses. In 2018, the Internal Auditor reported on accounts payable, payroll and student data quality, and found that controls in these areas were satisfactory.

How our activities deliver public benefit
The Charity Commission emphasises the importance of trustees demonstrating that their charity’s aims are for the public benefit. The Trustees have complied with the duty under Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission and remain satisfied that the School’s charitable objects are being met.

Activities which fulfil the School’s charitable objects include education, knowledge exchange and research, and community engagement. As an educational institution and charity, the School’s principal beneficiaries are its students, who are given the opportunity to receive an intensive, supportive and world-class education and training. The School is committed to selecting students on the basis of their talent, propensity for training and with the appropriate pre-vocational experience. Places are offered regardless of personal, social or financial background. Students may apply to the School for financial assistance.

Welfare provision for students, many of whom are under 18 years old, includes a student support officer, a full time osteopath, external counsellors, English language tuition and a dyslexia assessor. A number of reports by the University of Kent (for example the Periodic Programme Review 2018) and by the CDD (for example the Quality Audit Report 2015) have identified student support at the School as an area of best practice.

The School’s new outreach programme offers opportunities for the School’s wealth and depth of expertise to be shared with others outside its immediate community. This includes public performances enabling the wider community to benefit from the students’ artistic skill and experience.

Governance review
The School’s governance procedures were subject to a review in 2016 by its Internal Auditor. The objective of this review was to assess the adequacy of the control environment operating over corporate governance and it examined the workings of the Board and its committees, strategic planning, risk management, health and safety, information governance and arrangements to prevent, detect and deter fraud and malpractice. The auditor reported that the controls in place at the School adequately addressed the significant risks identified. All key controls were found to be operating effectively with only minor control weaknesses identified and all recommendations made have since been adopted.

Looking forward
The year ahead will see continuing challenges as we negotiate a changing funding and regulatory landscape within HE, with HEFCE having been replaced by the Office for Students in April 2018. Reducing the School’s reliance on its government funding through the diversification of income streams and managing the School’s limited resources remains our priority.

Brexit
We are considering carefully the implications of Brexit for the School and for its staff and students. Currently EU students qualify for home fees of £9,000 to £9,250 per annum and can take advantage of loans from the UK’s Student Loan Company. We need to be prepared for changes to fees, access to loans and student and staff visas.

Fundraising
The School is immensely grateful to its Patrons, members of the Inner Circle and other benefactors for their on-going support.

It has engaged The Philanthropy Company, a fundraising consultancy, to assist the senior management team at the School to develop its fundraising strategy, including an update of its case for support. The Centenary celebrations in 2019/20 will create an excellent opportunity for the School to engage with supporters including our alumni.


In July we launched our new Friends of Rambert School scheme to engage more people in the work of the School, develop links within the local community, and widen our current circle of supporters.

Members and members’ liability
The members of the charitable company are the members of the Board. Those ceasing to be members of the Board also cease to be members of the company. Every member undertakes to contribute an amount not exceeding £1 in the event of the company being wound up while a member, or within one year of ceasing to be a member.

Small Company Provisions
This report has been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 relating to small companies.

This report from pages 4 to 21 is signed and approved by order of the Board:

R D B Cooper
Chairman



Date:16 October 2018

A Britton
Principal



Date:16 October 2018



Performers from the ASPIRE secondary school project
Photographer: Gigi Giannella

STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

The Trustees (who are directors of Rambert School of Ballet and Contemporary Dance for the purposes of company law) are responsible for preparing the Report of the Board and Financial Review and the financial statements in accordance with applicable law and 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 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 Statements of Recommended Practice: Accounting for Further and Higher Education;
- make judgements and 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 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.

The Board has taken reasonable steps to:

- ensure that, in all material respects, funds advanced from HEFCE have been applied only for the purposes for which they were received and in accordance with the Financial Memorandum with CDD;
- ensure that funds donated for restricted purposes are expended in accordance with any donor imposed conditions;
- ensure that appropriate financial and management controls are in place to safeguard public funds and funds from other sources;
- safeguard the assets of the School and to prevent and detect fraud; and
- secure the economical, efficient and effective management of the School’s resources and expenditure.

Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company’s auditor is unaware; and
- the Trustee has taken all steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant information and to establish that the charitable company’s auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

R D B Cooper
Chairman

R. D. B. Cooper

Date: 16 October 2018

CORPORATE GOVERNANCE AND INTERNAL CONTROL STATEMENT

The School endeavours to conduct its business in accordance with the seven Principles identified by the Nolan Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership).

The School is committed to exhibiting best practice in all aspects of corporate governance and this summary describes the manner in which the School applies the principles set out in The Corporate Governance Code of the Financial Reporting Council and the Guide for Members of Higher Education Governing Bodies in the UK.

Summary of the School’s Structure of Corporate Governance
During the year, twelve Trustees served on the Board of the School. They were appointed under the Memorandum and Articles of the School. There is a clear separation of roles of the non-executive chairman and other non-executive members of the Board and the School’s Principal. By custom and by charity law the Board holds to itself the responsibilities for the ongoing strategic direction of the School, approval of major developments and the receipt of regular reports from executive officers on the day-to-day operations of its activities. The Board met on three occasions during the year to 31 July 2018.

Formally constituted Board committees, with terms of reference, cover:

Finance and Premises;
Risk and Audit;
Human Resources (and Principal’s Remuneration)

The School also has an Academic Board and an Examination Board which are responsible for academic matters.

The responsibilities of the Trustees are set out on page 24.

The Board has ultimate responsibility for ensuring a sound system of internal control which supports the achievement of policies, aims and objectives, while safeguarding the funds and assets for which it is responsible.

The following processes have been established:

- The Board currently meets three times a year to consider the future plans for, and strategic direction of, the School.
- The Board receives reports from the external auditors in their management letters which refer to internal control issues when they arise.
- The Board receives periodic reports from its Risk and Audit Committee.
- The Risk and Audit Committee provides oversight of the risk management process. This provides a formal reporting and appraisal mechanism.
- The Risk and Audit Committee receives reports from the Internal Auditor, which include observations on the adequacy and effectiveness of the School’s system of internal control, together with recommendations for improvement.
- A risk register is maintained.
- The Board reviews business, operational, financial and compliance risks.
- An induction process is in place for in-coming trustees.

This statement of internal controls covers the period from 1 August 2017 up to the date of the approval of the audited financial statements.

R D B Cooper
Chairman

R. D. B. Cooper

Date: 16 October 2018

A Britton
Principal

A Britton

Date: 16 October 2018

INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF RAMBERT SCHOOL OF BALLET AND CONTEMPORARY DANCE

Opinion

We have audited the financial statements of Rambert School of Ballet and Contemporary Dance (the ‘School’) for the year ended 31 July 2018 which comprise the statement of comprehensive income, the statement of changes in reserves, the balance sheet, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ (United Kingdom Generally Accepted Accounting Practice).

In our opinion:

- the financial statements give a true and fair view of the state of the School’s affairs as at 31 July 2018 and of its surplus of income over expenditure for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and the Statement of Recommended Practice Accounting for further and higher education and relevant legislation;
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006;
- in all material aspects, funds administered by the School for specific purposes during the year ended 31 July 2018 have been applied to those purposes and managed in accordance with relevant legislation;
- in all material aspects, funds from the Higher Education Funding Council for England (‘HEFCE’) / Office for Students administered by the School have been applied only for the purposes for which they were received and in accordance with the Financial Memorandum with the Conservatoire for Dance and Drama; and
- the requirements of HEFCE’s and the Office for Student’s accounts direction to higher education institutions have been met.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are

independent of the School in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees’ use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the School’s ability to continue to
- adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Conclusions relating to going concern

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor’s report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees’ report including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees’ report including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception In the light of the knowledge and understanding of the school and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees’ report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees’ remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees’ responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the School’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the School or to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor’s report.

This report is made solely to the School’s members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the School’s members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the School and the School’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Hugh Swainson
Senior Statutory Auditor



Date: 18 October 2018

For and on behalf of Buzzacott LLP
Statutory Auditor, 130 Wood Street
London EC2V 6DL

‘A WONDERFULLY ACCOMPLISHED PIECE
THAT WOULD SIT WELL IN A PROFESSIONAL
PERFORMANCE SETTING. WELL DANCED
AND WELL REHEARSED. BRAVO!’
— MICHAEL NUNN PRAISES RAMBERT SCHOOL
GRADUATE CHRISTOPHER THOMAS’ WORK
ON WINNING THE DANCE PROMS YOUNG
CHOREOGRAPHER 2017

STATEMENT OF
COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 JULY 2018

	Notes	2018 £	2017 £
Income			
Funding body grants	1	689,198	560,546
Student tuition fees	2	1,555,299	1,347,476
		2,244,467	1,908,022
Other income	3	309,365	80,454
Investment income	4	8,756	8,484
Donations to endowment funds	15	35,034	37,731
Total income		2,597,652	2,034,691
Expenditure			
Staff costs	5	(998,705)	(881,451)
Other operating expenses including major refurbishment costs	7	(1,118,239)	(978,566)
Depreciation of tangible fixed assets	8	(36,668)	(34,802)
Total expenditure		(2,153,612)	(1,894,819))
Net income and surplus for the year		444,040	139,872

All of the activities of the charitable company are classed as continuing.
The charitable company has no gains or losses other than the results for the year as set out above.

The statement of accounting policies on pages 33 to 35 and the notes 1 to 24 on pages 36 to 47 form an integral part of these financial statements.

STATEMENT OF
CHANGES IN RESERVES
FOR THE YEAR ENDED
31 JULY 2018

	General reserve £	Endowment funds (note 15) £	Total £
Balance at 1 August 2017	1,424,318	184,500	1,608,818
Net surplus for the year	444,040	-	444,040
Transfers:			
Donations to endowment funds	(35,034)	35,034	-
Payments of scholarships, bursaries and prizes	47,900	(47,900)	-
Interest accrued on endowment funds	(890)	890	-
Balance at 31 July 2018	1,880,334	172,524	2,052,858

The Trustees have identified two specific areas where general reserves are required to meet future obligations. See note 16.

The statement of accounting policies on pages 33 to 35 and the notes 1 to 24 on pages 36 to 47 form an integral part of these financial statements.

BALANCE SHEET
AS AT 31 JULY 2018

	Note	2018 £	2017 £
Fixed assets			
Tangible assets	8	132,451	148,954
Endowment assets			
Cash at bank	9	172,524	184,500
Current assets			
Rambert School of Ballet and Contemporary Dance Trust	11	993	2,001
Debtors	12	162,821	69,211
Short term deposits		997,365	666,488
Cash at bank		895,145	926,941
		2,056,324	1,664,641
Less: Creditors – amounts falling due within one year	13	(228,264)	(294,005)
Net current assets		1,828,060	1,370,636
Total assets less current liabilities		2,133,035	1,704,090
Less: Creditors – amounts falling due in more than one year	14	(80,177)	(95,272)
Net Assets		2,052,858	1,608,818
Expendable endowment funds	15	172,524	184,500
General reserve	16	1,880,334	1,424,318
Total Funds		2,052,858	1,608,818

The statement of accounting policies on pages 33 to 35 and the notes 1 to 24 on pages 36 to 47 form an integral part of these financial statements.

These financial statements have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 relating to small companies.

The financial statements on pages 29 to 47 were approved and authorised for issue by the Board of Rambert School of Ballet and Contemporary Dance, company number 4713720 (England and Wales), on 16 October 2018 and signed on its behalf by:

		
Chairman	Finance Director	Principal

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 JULY 2018

	Notes	2018 £	2017 £
Net cash inflow from operating activities	17	298,514	242,328
Net cash flows used in investing activities	18	(11,409)	(18,523)
Change in cash and cash equivalents in the year	19	287,105	223,805

RECONCILIATION OF NET CASH FLOW
TO MOVEMENT IN NET CASH FUNDS

	Notes	2018 £	2017 £
Increase in cash in the year	19	287,105	223,805
Net cash funds at 1 August 2017	19	1,777,929	1,554,124
Net cash funds at 31 July 2018	19	2,065,034	1,777,929
Represented by:		£	£
Endowment assets		172,524	184,500
Short term deposits		997,365	666,488
Cash at bank		895,145	926,941
		2,065,034	1,777,929

The statement of accounting policies on pages 33 to 35 and the notes 1 to 24 on pages 36 to 47 form an integral part of these financial statements.

STATEMENT OF
ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 July 2018.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2015 (the 2015 FE/HE SORP), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets;
- estimating the £nil valuation of stock;
- estimating the provision for any clawback of HEFCE or OfS funding;
- estimating the recoverability of student fees in determining applicable provisions for bad debts; and
- estimating accrued expenditure.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The Trustees of the School have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the School to continue as a going concern. The Trustees are of the opinion that the School will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above. With regard to the next accounting period, the year ending 31 July 2019, the most significant areas that affect the carrying value of the assets held by the School are the total value of student fees and amount of CDD funding (see the risk management sections of the Report of the Board for more information).

Recognition of income

Funding from HEFCE and the OfS (through CDD) is recognised on a receivable basis.

Student tuition fees are stated gross and credited to income over the period in which a student is studying. Where the amount of a tuition fee is reduced, income receivable is shown net of the discount.

Money received for prizes, student bursaries and hardship funding are credited to the Statement of Comprehensive Income and to an appropriate expendable endowment fund. Payments to students in respect of prizes, bursaries and hardship during an accounting period are in turn charged to the Statement of Comprehensive Income and an appropriate endowment fund.

Recurrent income from grants, contracts and other services rendered are accounted for on a receivable basis and included to the extent of the completion of the contract or service concerned; any payments received in advance of such performance are recognised on the balance sheet as liabilities.

Income from performance ticket sales is credited to the Statement of Comprehensive Income when received.

Income from deposits is credited to income on a receivable basis.

The open market value of donated assets, donations for fixed assets and grants for fixed assets are shown in the balance sheet as deferred capital grants within creditors. The deferred capital grants are released to the Statement of Comprehensive Income over the estimated useful life of the related assets.

Recoveries of Gift Aid tax are credited to income on receipt.

Agency arrangements

Funds which the School receives and disburses as paying agent on behalf of a funding body or other body, where the School is exposed to minimal risk or enjoys minimal economic benefit related to the receipt and subsequent disbursement of the funds, are excluded from the income and expenditure of the School.

Leases and hire purchase contracts

Costs in respect of operating leases are charged on a straight-line basis over the lease term.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the School to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure includes any attributable VAT which cannot be recovered.

Taxation

The School is a registered charity and is accordingly exempt from taxation in respect of income or capital gains received within categories covered by section 505 of ICTA 1988 and section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

Accounting for tangible fixed assets

Land and buildings

The School did not hold any land or buildings during the year or at the year end.

Fixtures, fittings and equipment

In 2003 certain equipment, already being used by the School, was acquired from Brunel University. This equipment was capitalised at the valuation agreed with the University. Since 2003 all purchased equipment has been capitalised and all donated assets have been capitalised at open market value. From 1 August 2007 computer and lighting equipment and equipment costing less than £1,000 has been written off to the Statement of Comprehensive Income in the period of acquisition. All other equipment is capitalised at cost.

All capitalised assets are depreciated over their useful economic life as follows:-

Leasehold improvements:	10 years straight line method
Sound equipment and musical instruments:	5 years straight line method
All other non-IT equipment:	5 years straight line method
IT equipment :	3 years straight line method

Where equipment is acquired with the aid of specific grants, the cost is capitalised and depreciated as stated above. The related grants are treated as deferred capital grants and released to income over the expected useful life of the equipment.

Repairs and maintenance

Expenditure to ensure that a tangible fixed asset is maintained in good order is recognised in the Statement of Comprehensive Income in the period it is incurred.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash

Cash flows comprise increases or decreases in cash. Cash represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment where applicable.

That part of the School’s total cash holdings that is allocated to the various endowment funds is shown separately in the balance sheet under Endowment assets.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Accounting for retirement benefits

The School participates in Universities Superannuation Scheme. The scheme is a hybrid pension scheme, providing defined benefits (for all members), as well as defined contribution benefits. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The School is therefore exposed to actuarial risks associated with other institutions’ employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 ‘Employee benefits’, the School therefore accounts for the scheme as if it were a wholly defined contribution scheme. As a result, the amount charged to the Statement of Comprehensive Income represents the contributions payable to the scheme in respect of the accounting period. The School also participates in the Pensions Trust defined contributions scheme. Again, the amount charged to the Statement of Comprehensive Income represents the contributions payable to this scheme in respect of the accounting period.

Fund accounting

The unrestricted funds comprise monies which may be utilised at the Trustees’ discretion towards the charitable objectives of the School.

Expendable endowment funds comprise monies which have been donated for a specific purpose with the intention of establishing an endowment or monies for which the donation is towards a specific purpose which will be applied over a number of years.

‘EVERY PERSON AT THE SCHOOL HAS A STRONG AMBITION. THEY HAVE A REAL DESIRE TO MAKE SOMETHING OF THEMSELVES AND THEY’RE ALL COMPLETELY DIFFERENT. THERE’S A MASSIVE SUPPORT NETWORK, NOT JUST BETWEEN STUDENTS BUT TEACHERS AND MENTORS.’ — YOUNG ASSOCIATE CHOREOGRAPHER WITH NEW ADVENTURES AND RAMBERT SCHOOL GRADUATE

NOTES TO THE
FINANCIAL STATEMENTS

1	Funding body grants	2018 £	2017 £
Recurrent grants received from CDD			
	Teaching grants	465,654	419,125
Other grants received from CDD			
	Higher Education Incentive Fund, Joint Artistic Project Fund and Widening Participation support	178,408	110,114
	Amount of capital grant released in year	45,136	31,307
		689,198	560,546
2	Student tuition fees	2018 £	2017 £
	UK and EU higher education students	937,250	892,215
	Non-UK and EU higher education students	594,500	422,400
	Application fees and deposits foregone	21,299	26,111
	Fees received / (clawed back) for prior years	2,250	6,750
		1,555,299	1,347,476
3	Other income	2018 £	2017 £
	Other income generating activities	155,298	76,154
	Grants received	140,000	-
	Sundry income	14,067	4,300
		309,365	80,454
Income and outgoings relating to the School's bursary funds are shown in the Student Bursary Appeal Fund. See note 15.			
4	Investment income	2018 £	2017 £
	Interest receivable (before allocation to endowment funds)	8,756	8,484

5	Staff costs and numbers	2018 £	2017 £
Total staff costs			
	Wages and salaries	883,057	777,526
	Social security costs	72,850	65,522
	Pension costs	39,873	32,655
	Other staff-related costs	2,925	5,748
		998,705	881,451
Staff costs by department			
	Teaching departments	£ 697,062	£ 660,690
	Administration and central services	301,643	220,761
		998,705	881,451
Staff costs by contract			
	Permanent contracts	£ 795,069	£ 682,762
	Short term and temporary contracts	203,643	198,689
		998,705	881,451
Staff numbers			
The average monthly number of persons (including senior post-holders) employed by the School during the year, expressed as full-time equivalents, was:			
		Number	Number
	Teaching departments	15.0	15.0
	Administration and central services	7.0	6.0
		22.0	21.0

The average number of persons employed during the year was 35 (2017: 35).
The aggregate remuneration of key management personnel was £267,229 (2017: £244,492) including employer's national insurance.

Senior post-holder’s emoluments

The Principal’s salary is determined by Trustees following an annual appraisal. It is based on key performance indicators and regard is given to the salaries of comparable positions in the HE sector. The Principal’s salary was 1.57 times higher than the average salary at the School and her emoluments comprised the following:

	2018 £	2017 £
Salary	71,678	64,433
Pension contributions	12,902	11,598
Total emoluments	84,580	76,031

No members of staff received emoluments of £100,000 or more in the current or comparative year.

6 Payments to or for the benefit of the members of the Board

No member of the Board received any remuneration during the year for services as a trustee (2017: none). No member received reimbursement of expenses (2017: none).

The School has in place a trustee indemnity insurance policy at a cost of £1,870 (2017: £1,829). The insurance policy provides cover of up to a maximum of £2,000,000.

7 Other operating expenses

	2018 £	2017 £
CDD scholarship scheme awards	78,000	76,000
FD/BA student bursary awards	23,545	7,500
MA student bursary awards	65,000	-
Sir Simon Robertson scholarships	21,500	21,500
Fee waivers granted	24,500	12,078
Charlotte Kirkpatrick prizes	2,500	2,500
Academic, research and student welfare costs	177,625	149,006
Administration and central services	93,174	91,710
Rent (operating lease)	330,000	330,000
Other premises costs	211,867	200,193
Auditor’s remuneration for external audit	13,500	13,080
Auditor’s remuneration for other services	1,620	-
Other professional fees	75,408	74,999
	1,118,239	978,566

8 Tangible Fixed Assets

	Fixtures, fittings and non-IT equipment £	IT equipment £	Leasehold improvements £	Total £
Cost or Valuation				
At 1 August 2017	207,240	71,045	203,141	481,426
Additions	12,961	7,204	-	20,165
Disposals	(5,500)	-	-	(5,500)
At 31 July 2018	214,701	78,249	203,141	496,091
Depreciation				
At 1 August 2017	(198,650)	(61,247)	(72,575)	(332,472)
Disposals	5,500	-	-	5,500
Charge for the year	(8,033)	(8,321)	(20,314)	(36,668)
At 31 July 2018	(201,183)	(69,568)	(92,889)	(363,640)
Net book value at				
31 July 2018	13,518	8,681	110,252	132,451
At 31 July 2017	8,590	9,798	130,566	148,954

The Lease between (i) Rambert School of Ballet and Contemporary Dance Trust (‘the Trust’), as owner of the School’s buildings, and (ii) the School, as tenant, runs for 25 years from 8 May 2006, with rent reviews every 5 years. In November 2017, following an agreed deferral in the May 2016 rent review, the Trustees of the Trust informed the School that the rent would remain at £330,000 until the next rent review due in May 2021.

With the Trust’s agreement, the School undertakes building works from time to time. Under the terms of a formal licence dated 8 July 2015 the School is not compensated for the cost of any alterations, nor for any increase in value of the property attributable to the alterations; on any rent review the alterations are to be disregarded. There were no such building works undertaken in the current year.

9 Endowment assets

The three endowment funds (see further note 15) are currently held wholly within the School’s cash deposits.

10 Stocks

The School holds for sale to students a stock of clothing carrying the School’s name; this has no material value. Expenditure on new stock is brought into the Statement of Comprehensive Income when incurred and income from sales when receivable.

The School has accumulated a collection of costumes built up as a result of past performances. Costs are written off as incurred and no value is placed on the current wardrobe for the purposes of the financial statements. The estimated replacement cost, for insurance purposes, is £40,000.

No value is attributed to stocks of stationery or other consumables.

11 Rambert School of Ballet and Contemporary Dance Trust

At 31 July 2018, the School was owed £993 (2017: £2,001) by the Trust. See note 24. This indebtedness is not required to be repaid within one year.

Movements in the year may be summarised as follows:

	2018 £	2017 £
Brought forward at 1 August 2017	2,001	17,582
Additions at cost	993	3,921
Repayments	(2,001)	(19,502)
Cost of investments carried forward at 31 July 2018	993	2,001

12 Debtors

	2018 £	2017 £
Amounts falling due within one year:		
Students’ fees (after provisions)	–	6,750
Prepayments	159,713	60,712
Other debtors	3,108	1,749
	162,821	69,211

13 Creditors – amounts falling due within one year

	2018 £	2017 £
Trade creditors	148	25,741
Deferred income – teaching grant, deposits and fees in advance	89,397	151,124
Other creditors and accruals	110,273	90,896
Deferred capital grants due within one year	28,446	26,244
	228,264	294,005

The amount of deferred capital grants released to income has been calculated by reference to the expected life of the underlying assets in accordance with the School’s stated accounting policy.

14 Creditors – amounts falling due in more than one year

	2018 £	2017 £
Deferred capital grants due in more than one year	80,177	95,272
Balance at 1 August 2017	121,516	130,127
Capital grant received during the year	32,243	22,696
Amounts released to income during the year	(45,136)	(31,307)
Balance at 31 July 2017	108,623	121,516
Made up of:		
Due within one year	28,446	26,244
Due in more than one year	80,177	95,272
	108,623	121,516

The amount released to income has been calculated by reference to the expected life of the underlying assets in accordance with the School’s stated accounting policy.

15 Expendable endowment funds

The *Charlotte Kirkpatrick Fund* was established as an expendable endowment during 2008/09 to provide for the award of an annual prize (or prizes) to one or more Rambert School students:

	2018 £	2017 £
Balance at 1 August 2017	36,254	38,567
Interest received	175	187
Prizes awarded	(2,500)	(2,500)
Balance at 31 July 2018	33,929	36,254

The *Student Bursary Appeal Fund* was established as an expendable endowment during 2009/10 to provide for the award of financial support to School students:

	2018 £	2017 £
Balance at 1 August 2017	72,504	63,434
Gift Aid recovered	–	1,989
Donations received	35,034	35,742
Interest received	335	339
FD/BA bursary and scholarship awards made during the year	(45,400)	(29,000)
Balance at 31 July 2018	62,473	72,504

The *Marie Rambert Memorial Fund* was established as an expendable endowment during 2009/10 to provide for the relief of financial hardship of students and to promote and enhance the quality of dance education at the School:

	2018 £	2017 £
Balance at 1 August 2017	75,742	75,365
Interest received	380	377
Balance at 31 July 2018	76,122	75,742

In summary, the funds at 31 July 2018 comprised:

	2018 £	2017 £
Charlotte Kirkpatrick Fund	33,929	36,254
Student Bursary Appeal Fund	62,473	72,504
Marie Rambert Memorial Fund	76,122	75,742
	172,524	184,500

16 General reserve

	Total £
Balances at 1 August 2017	1,424,318
Movements in year:	
Net surplus for the year	444,040
Net transfer from endowment funds	11,976
Balances at 31 July 2018	1,880,334

The Trustees have identified three specific areas where general reserves may be required to meet future obligations or events.

Building expansion and maintenance plans

It is the Board’s policy to ensure there are sufficient reserves to meet the future costs of expanding, maintaining and refurbishing the School’s estate. In June 2018, the Board agreed to set aside reserves of £517,000 for the expansion of the School’s Weston Studio, for which a planning application is due to be submitted later in 2018.

Possible reduction in Government funding

The Board is very aware that the School’s cash flows and reserves are dependent on the level of financial support it receives from central government, currently through the CDD which in turn is supported by the OfS. In the year to 31 July 2018 the School received government funding of £689,198 (2017: £560,546). This accounted for 26.5% of its total income. The School has increased its income from tuition fees and expanded its non-HE income-generating activities in order to reduce its reliance on this government funding in recent years. The School’s finances are kept under constant scrutiny in light of the continued uncertainties regarding future funding levels for the HE sector, as any reduction in this level of support will have an impact on the School’s general reserves and the Board is mindful of this when determining its reserves policy.

Pension obligations

During 2010, the School was notified by Universities Superannuation Scheme of a potential liability under the Employer debt regulations, should the School cease to have an active member in the scheme. Subsequently, the School was notified by The Pensions Trust that a potential liability under the same regulations had arisen in relation to that scheme. The amount of these potential liabilities is likely to prove volatile over time. Details of the pension schemes of which various staff are members are set out in note 20.

Having regard to the most recent notifications from the two pension providers, the Board has determined that funds amounting to £602,000 at 31 July 2018 (2017: £965,000) may be required in relation to these potential liabilities. However, the School currently has no plans to withdraw from either scheme and active members of the schemes continue to be employed by the School. The Board therefore has not allocated reserves to cover these contingent liabilities at this time, but continues to review them regularly and when setting its reserves policy.

17 Net cash provided by operating activities

	2018 £	2017 £
Net movement in funds	444,040	139,872
Depreciation charge	36,668	34,802
(Increase)/Decrease in debtors	(92,602)	5,321
(Decrease)/Increase in creditors due within one year	(65,741)	78,309
(Decrease) in creditors due in more than one year	(15,095)	(7,492)
Interest income	(8,756)	(8,484)
Net cash inflow from operating activities	298,514	242,328

18 Net cash flow used in investing activities	2018 £	2017 £
Interest received	8,756	8,484
Purchase of tangible fixed assets	(20,165)	(27,007)
	[11,409]	(18,523)

19 Change in cash and cash equivalents in the year	2018 £	2017 £
Balance at 1 August 2017	1,77,929	1,554,124
Cash flows	287,105	223,805
Balance at 31 July 2018	2,065,034	1,777,929

20 Pension obligations

Employees of the School belong to two principal pension schemes, the Universities Superannuation Scheme and The Pensions Trust ('PT').

The School's total pension cost for the year was £39,873 (2017: £32,654).

Universities Superannuation Scheme

The School participates in the USS, a defined benefit scheme which is contracted out of the State Second Pension (S2P). The assets of the scheme are held in a separate fund administered by the trustee, Universities Superannuation Scheme limited. The School is required to contribute a specified percentage of payroll costs to the pension scheme to fund the benefits payable to the School's employees. Since 1 April 2016, the percentage has been 18% (previously 16%). The School is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme.

The total cost charged to the Statement of Comprehensive Income is £19,387 (2017: £18,901). The School is not currently required to make deficit contributions to the scheme.

20 Pension obligations (continued)

The disclosures below represent the position from the scheme's financial statements and have been provided by USS:

The latest available complete actuarial valuation of the Retirement Income Builder section of the scheme was at 31 March 2014 (the valuation date), which was carried out using the projected unit method. The valuation as at 31 March 2017 is under way but not yet completed.

Since the institution cannot identify its share of Retirement Income Builder Section of the scheme assets and liabilities, the following disclosures reflect those relevant for the section as a whole.

The 2014 valuation was the third valuation for USS under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to adopt a statutory funding objective, which is to have sufficient and appropriate assets to cover their technical provisions. At the valuation date, the value of the assets of the scheme was £41.6 billion and the value of the scheme's technical provisions was £46.9 billion indicating a shortfall of £5.3 billion. These figures will be revised once the 2017 Scheme Valuation is complete.

Defined benefit liability numbers for the scheme for accounting purposes have been produced using the following assumptions as at 31 March 2017 and 2018:

	2018	2017
Discount rate	2.64%	2.57%
Pensionable salary growth	n/a	n/a
Pension increases (CPI)	2.02%	2.41%

The main demographic assumption used relates to the mortality assumptions. These assumptions have been updated for the 31 March 2018 accounting position, based on updated analysis of the scheme's experience carried out as part of the 2017 actuarial valuation. The mortality assumptions used in these figures are as follows:

	2018	2017
Mortality base table	Pre-retirement:	
	71% of AMC00 (duration 0) for males and 112% of AFC00 (duration 0) for females.	98% of SAPS S1NA 'light' YOB unadjusted for males.
	Post retirement:	
	96.5% of SAPS S1NMA 'light' for males and 101.3% of RFV00 for females.	99% of SAPS S1NA 'light' YOB with a -1 year adjustment for females.
Future improvements to mortality	CMI_2016 with a smoothing parameter of 8.5 and a long term improvement rate of 1.8% pa for males and 1.6% pa for females.	CMI_2014 with a long term rate of 1.5% pa.

20 Pension obligations (continued)

The current life expectancies on retirement at age 65 are:

	2018	2017
Males currently aged 65 (years)	24.5	24.4
Females currently aged 65 (years)	26.0	26.6
Males currently aged 45 (years)	26.5	26.5
Females currently aged 45 (years)	27.8	29.0

	2017	2016
Scheme assets	£63.6bn	£60.0bn
Total scheme liabilities	£72.0bn	£77.5bn
FRS 102 total scheme deficit	£8.4bn	£17.5bn
FRS 102 total funding level	88%	77%

When an employer withdraws from a multi-employer defined benefit scheme which is in deficit, the employer is required by law to pay its share of the deficit, calculated on a statutory basis (known as the buy-out basis). The estimated cost of withdrawal for the School as at 31 July 2018 has been calculated by USS to be £600,000 (2017: £962,000). The School currently has no plans to withdraw from the scheme and as at the balance sheet date there were two active members of the scheme employed by the School.

The Pensions Trust

The School participates in The Pensions Trust’s Growth Plan. The plan is funded and is not contracted out of the state scheme. It is auto-enrolment compliant. Employer contributions to the scheme are charged to the statement of financial activities in the year in which they are payable.

The agreed contribution rates are 6% for employees and 9% for the School for permanent employees and 3% for employees and 2% for the School for all other employees who meet the qualifying criteria for auto-enrolment.

The cost for the School for the year ended 31 July 2018 was £20,486 (2017: £13,753).

The Growth Plan is a multi-employer scheme and it is not possible to identify on a reasonable and consistent basis the share of underlying assets and liabilities belonging to individual participating employers. Scheme assets are co-mingled for investment purposes and benefits are paid from the total scheme assets. Accordingly, due to the nature of the Plan, the accounting charge for the period under FRS102 represents the employer contribution payable.

The last formal valuation of the Scheme was performed at 30 September 2017. This valuation revealed a shortfall of assets compared with the value of liabilities of £131.5 million, down from £176.5 million at 30 September 2014, equivalent to a funding level of 86% (2014: 82%). The School is not required to make deficit contributions.

As noted above, when an employer withdraws from a multi-employer defined benefit scheme which is in deficit, the employer is required by law to pay its share of the deficit, calculated on a statutory basis (known as the buy-out basis). Due to a change in the definition of money purchase contained in the Pensions Act 2011, the calculation that applies to the Growth Plan will be amended to include Series 3 liabilities in the calculation of an employer’s debt on withdrawal.

The estimated cost of withdrawal for the School as at 30 September 2017 (including Series 3 liabilities in the calculation) has been calculated by the Pensions Trust to be £2,382 (September 2016: £2,441).

21 Capital Commitments

At 31 July 2018, the School had capital commitments of £134,034 (2017: £nil) for contracts for building and refurbishment work or related professional contracts, including VAT, and of this £96,504 had been paid at the balance sheet date and included in prepayments.

22 Financial Commitments

At 31 July 2018 the School had commitments under non-cancellable operating leases as follows:

Operating leases:	Land and Buildings £	Equipment £	2017 £	2016 £
Within one year	330,000	26,238	356,238	349,672
Between two and five years	1,320,000	77,582	1,397,582	1,360,942
After five years	2,566,767	–	2,566,767	2,894,055
	4,216,767	103,820	4,320,587	4,604,669

23 Contingent liability

The School currently has employees in two pension schemes, the Universities Superannuation Scheme and the Pensions Trust scheme.

Should the School remove all of its current members from either scheme, a liability would crystallise under the Employer debt regulations. However, as long as one employee remains in a scheme, no such liability will arise.

On the basis of the most recent notifications from the two pension providers, the potential liability arising, should the liabilities crystallise on both schemes, would be approximately £602,000 (2017: £965,000).

24 Related party transactions and other connections considered notifiable

All transactions involving individuals or organisations in which a member of the Board of the School may have an interest are conducted at arm’s length and in accordance with the School’s financial regulations and normal procurement procedures. Such Board members took no part in any decisions relating to those transactions.

In this context, it is considered appropriate to report the following relationships:

Rambert School of Ballet and Contemporary Dance Trust

The Trust is considered to be a connected party of the School. The objects of the Trust, a separate registered charity (Charity number 1114705, Company number 5644697) are to advance the education of the public in the arts of ballet, mime and contemporary dance; and to promote further and higher education in and knowledge, understanding and appreciation of those arts. Those objects are achieved by supporting and providing facilities for the School.

Katie Thorpe is a trustee of both the School and the Trust. During the year the Trust received rent of £330,000 (2017: £330,000) from the School. The Trust made a grant to the School of £75,000 (2017: £nil) in July 2018. At 31 July 2018, the Trust owed £993 to the School (2017: £2,001) for expenses incurred on its behalf. See note 11 above in this context.

Rambert School
Clifton Lodge
St Margarets Drive
Twickenham
TW1 1QN

rambertschool.org.uk
+44 (0) 208 892 9960
info@rambertschool.org.uk