

**RAMBERT  
SCHOOL**

**FINANCIAL  
STATEMENTS**  
FOR THE YEAR ENDED  
31 JULY 2017

**THE CONSERVATOIRE WAS  
CONFIRMED AS A PROVIDER OF  
WORLD LEADING TEACHING BY AN  
INDEPENDENT PEER REVIEW PANEL  
COMMISSIONED BY HEFCE. — CDD**

## 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

Cover image:  
Shannon Clarke and Bradley Evans,  
photographer: Nicole Guarino

Jordaine Lincoln,  
Cloe Shuffleton, Salome Pressac,  
Melissa Braithwaite, in *White Heat*,  
photographer: Nicole Guarino

## 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 2016/17: 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 (appointed 31.3.17) Sophie Caruth (appointed 1.3.17) Assis Carreiro David Cazalet Hope Keelan Holly Larrett Lesley Payne Michael Pender-Cudlip (retired 28.2.17) Jane Pleydell-Bouverie 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



Salome Pressac and Connor Scott in *Glint*,  
photographer: Nicole Guarino

## MESSAGE FROM THE CHAIRMAN OF THE BOARD



It has been an eventful year for all at the Rambert School. The Principal, Amanda Britton, has continued to cement the core philosophies of the School's training whilst opening doors for new developments and innovations. The School's first year of adult and children's classes, its second year of Summer Courses, and its work with local primary and secondary schools have been very successful in introducing the Rambert training methodology and its spirit to new audiences. The commissioning of new works and collaborations with the London Schools Symphony Orchestra, Central St Martin's and other schools and colleges in the arts sector has enriched the experience offered to those students on the degree programmes.

Our alumni continue to shine on the world stage and a wonderful example of this was at the sell-out world premiere of Requiem for Aleppo at Sadler's Wells, which was choreographed and performed by the School's alumni, with an original score written by David Cazalet, one of our trustees. Following this, the Requiem received a standing ovation from a packed 1,200 seat house at the Edinburgh Festival fringe and it now embarks on a world tour.

I am pleased to report a surplus for the year of £139,872. This surplus will allow the School to continue its investment in its staff, 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. However, we continue to face challenges associated with operating within the Higher Education sector. Government funding for this and the next two academic years has been confirmed but is uncertain in the longer term. Reducing the School's reliance on its government funding through the diversification of income streams and managing the School's limited resources remain priorities.

With an ever increasing demand for places and pressures to increase student numbers to replace government grant income with tuition fees, the School needs more studio space. Investigations into the possibilities for expansion of the current site, including a fully costed feasibility study, are under way. 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.

As a member of the Conservatoire for Dance and Drama, the School was delighted to learn of CDD's Gold award under the government's Teaching Excellence Framework, having been confirmed as a provider of world-leading teaching in 2016.

I would like to express sincere and heartfelt 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 results from her influence and generosity. Our third year students are very lucky indeed to benefit from Anya's continued teaching 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 other benefactors of the School for their on-going support. The School continues to develop relationships with new partners, whilst nurturing those it already has. During 2017/18 we shall continue to focus on our fundraising strategy to ensure that the future of the School remains secure.

2017 - 18 promises to be another exciting year as our collaboration with colleagues at Rambert dance company continues to take shape on launch plans for Rambert2, a junior company run as a one year MA programme. A rich programme of new works is being created for our students, together with the re-staging of other works. A particular highlight will be the re-staging of Mark Baldwin's enchanting *Appalachian Spring*.

**Richard Cooper**  
Chairman of the Board



Cloe Shuffleton and  
Salome Pressac in *White Heat*,  
photographer: Nicole Guarino

**‘WE FOUND THE COMMITMENT, THE LEVEL OF TALENT AND THE ATMOSPHERE OF THE WHOLE PLACE VERY MOVING. YOU MUST ALL BE VERY PROUD OF ALL THAT ACHIEVEMENT.’  
— MARCH 2017 AUDIENCE MEMBER AT SPRING SHOWCASE**

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 2017.

#### OVERVIEW

The School has an international reputation for delivering elite vocational dance training. Throughout the School’s history of almost one hundred years, 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. 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.

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 upon 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’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: firstly in 2012 with the introduction of more choice for Higher Education Institutions to set tuition fees of up to £9,000, and more 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 expanded 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.

**96% OF RAMBERT SCHOOL STUDENTS AGREED THAT THEIR COURSE CHALLENGED THEM TO ACHIEVE THEIR BEST WORK. — NATIONAL STUDENT SURVEY**



Students outside Clifton Lodge,  
photographer: Aurélien Langlais

**OUR STRATEGIC PRIORITIES**

Following my appointment as Principal and Artistic Director in July 2015 I presented a Strategy Paper which identified the following five key strategic aims:

**1. To develop and enhance Rambert School's unique training model**

The School's dual-focused training in ballet and contemporary dance has for many years enabled graduates to enjoy highly successful careers as dance artists and as choreographers. We will continue with the current ethos of the training and keep working to refine the balance between classical ballet and contemporary dance within the curriculum. The School aims to be responsive to current developments in the profession to ensure that the curriculum prepares students to be open and ready for new and unexpected challenges.

New neo-classical and contemporary dance works were created for students in 2016/17 and the 'Fresh Friday' guest teachers ensure second and third year students are exposed to a wide range of different approaches on a weekly basis. This enables students to develop their professional practice in readiness for auditions and to develop networks with current practitioners.

Staff development is a vital part of maintaining currency in teaching and performance practice. Staff are involved with creation of new work and re-staging of repertory both in-house and externally to the School. They are also undertaking research projects in areas such as performance psychology, mental health and wellbeing, and reflective practice. A number are considering applying for Higher Education Academy recognition through the HEA's fellowship scheme.

**2. To diversify income streams and reduce dependence on government funding**

The School is acutely aware of the changing landscape in Higher Education funding and we recognise the urgent need to diversify our income streams, in line with other vocational schools, and maximise the use of our resources.

Income is generated from student fees paid largely through loans from the Student Loan Company, and from grants from the Higher Education Funding Council for England ('HEFCE'). The School currently has very limited income beyond this funding, so the continued government cuts leave it in a vulnerable position. To ensure the School's financial health in the long term we need to be creative about generating income by offering activities outside of our core provision.

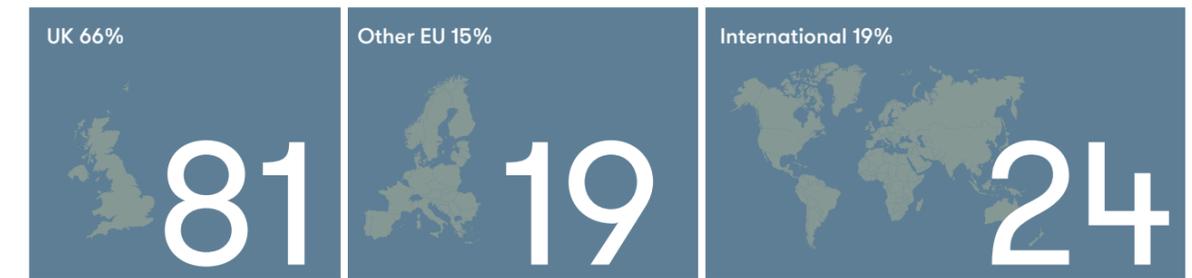
We commissioned a strategic review in January 2016 to examine income generation and outreach activity opportunities at the School, and as a result of this Rambert School's programme of Learning and Participation ('L&P') activity began in September 2016. The aim for the long term is to further embed this work into the activity of the School and to promote the School as a vibrant hub for professional and community dance.

The School must fulfil and respond to the government's requirements for Higher Education Institutions. With support from CDD, the L&P department is supporting the School to continue to gain deeper understanding of its obligations to widen participation and access in all its work.

Saturday classes for children and young people are proving popular, with the older groups the most well attended. Following a very successful pilot scheme, our Young Associates programme (pre-vocational training) will develop into a full day of activity each Saturday from September. Through the 'Aspire' project we are developing a partnership with a local secondary academy (Springwest). Third year students teach workshops to year 10 GCSE students and create a short work with them to be performed at Rambert School's Anya Linden Studio Theatre.

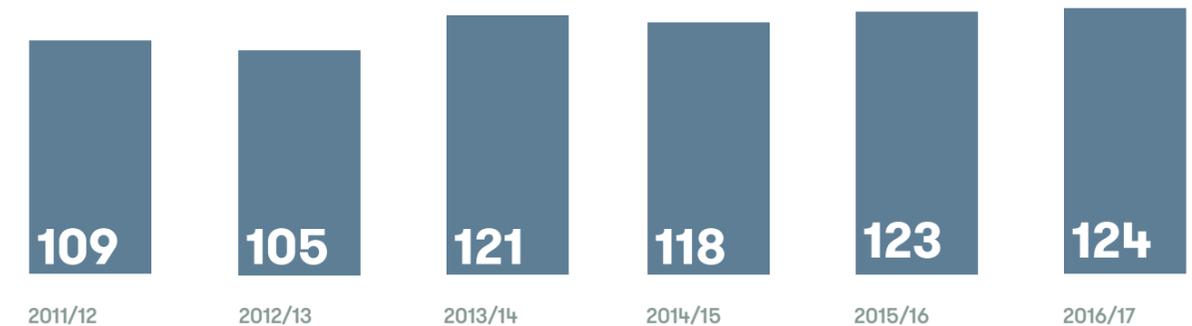
The School ran two highly successful Summer courses in 2017, this year adding a Junior course (11-14 year olds) to our Senior course (15-18 year olds.)

**Our students' country of origin in 2016/17**



**Total number of students 124**

**Student yearly intake**



**'RAMBERT SCHOOL IS REVERED FOR THE EXCELLENCE OF ITS TRAINING.' — DANCE EUROPE**

## 93% OF STUDENTS AT RAMBERT SCHOOL EXPRESSED THEIR OVERALL SATISFACTION IN THE NATIONAL STUDENT SURVEY THIS YEAR.

### — NATIONAL STUDENT SURVEY

#### 3 To raise the profile of the School

The School continues to improve the way it communicates with stakeholders, including students and their parents, new students, both nationally and internationally, feeder schools, alumnae and professional dance companies, and we recognise the need to market the School assertively particularly through our use of social media. The website is of critical significance in this respect; it was relaunched in June 2016, together with new branding for the School.

The continuing success of the School depends upon the quality of its students and it is therefore imperative that we reach the widest possible market in recruitment: this includes overseas students. Our programme of international auditions continues to be a vital part of our recruitment. Next year we will hold auditions in Japan (two cities), Australia (three cities) and Singapore.

We actively seek the involvement of both our geographical 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.

#### 4 To develop the School's Higher Education provision

The Foundation Degree and BA (Hons) courses provide the framework for the School's training and education. It is twelve years since the School's undergraduate degrees were validated by the University of Kent. We expect the second Periodic Review of our programmes will be carried out by the University during 2017/18.

In July 2018 our provision will be enhanced further through a new postgraduate programme. Delivered jointly by Rambert School and Rambert dance company, the MA in Professional Dance Practice ("Rambert2") will offer graduates the unique opportunity to train and perform alongside elite dancers at the top of the profession, whilst they strive for the highest levels of artistic, creative and technical excellence. Working in partnership, Rambert School and Rambert dance company are able to provide an exceptional level and breadth of teaching and performance opportunities, plus learning and enhancement of professional research skills, all informed by both practice and research from the forefront of the dance profession.

Many European dance companies (e.g. NDT2, Junior Ballet de Genève, Junior Ballet de Marseilles) exist to provide advanced professional opportunities for the postgraduate market. Junior companies do not exist to the same extent in the UK. Rambert2 will therefore be one of the UK's first postgraduate dance company to take on this role explicitly.

This exciting development will allow us to build upon the dynamic and powerful relationship the School has with Rambert dance company, which currently employs five Rambert School graduates among its twenty dancers.

For a number of years the CDD has been planning to apply for its own Taught Degree Awarding Powers (TDAP), and the application for TDAP is under way. Gaining TDAP would allow CDD and its affiliates to work together to shape our own degrees, quality assurance systems and curriculum within the vocational training model, and appoint our own external examiners.

#### 5 To manage the School's resources effectively

The School's human resources and its buildings are huge assets, and investment in both remains a priority. Students generate the majority of our income: however student numbers cannot rise much further without impacting upon the quality of the training and the student experience we provide. It is vital that we use the School's human and physical resources as efficiently as possible and we have had a comprehensive review of the timetable and use of studios this year.

The School has a wonderful site including listed buildings and maintenance of these must remain a high priority. A rolling programme of maintenance and refurbishment has been developed, as part of our Estates Strategy, and is now in place. Our health and safety policies and procedures are regularly reviewed by an independent consultant to ensure they meet best practice.



**'STRIKINGLY GOOD AND IMAGINATIVE'**

— DANCE EUROPE REVIEW OF SUMMER SHOWCASE,  
JULY 2017



Jason Tucker, Megan Harris,  
Ella Pileggi in *Coralligen*,  
photographer: Nicole Guarino

## CURRENT YEAR ACTIVITIES AND FUTURE DEVELOPMENTS

### Performances during the year

This year's programme included three newly commissioned works by guest choreographers Jenna Lee, Didy Veldman and, Rambert School alumnus, Mark Bruce, and a new work by the School's Deputy Principal, Darren Ellis, created in collaboration with Head of Music Barry Ganberg, and with music played live by Ganberg and Tom Kirkpatrick. Classical ballet teacher Paul Clarke re-worked a section of Tom Schilling's *Evening Dances*, originally created for the Komische Oper Berlin in 1979. Second year students performed an excerpt of Dan Wagener's fast and challenging *White Heat*, originally created for London Contemporary Dance Theatre in 1990 and re-staged for Rambert School by Paul Liburd.

Richard Alston first created work for Rambert School back in 1982, so we were thrilled to welcome him back to choreograph for second year students in October 2016. The resulting work, *Glint*, was first performed at the New Victoria Theatre, Woking, and later at Sadler's Wells Theatre as a 'curtain raiser' for the Richard Alston Dance Company's own performances.

As the Linbury Studio Theatre was still closed for major refurbishment, our summer showcase this year took place at the Lilian Baylis Studio at Sadler's Wells. Third year 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 have been opened up for free to local residents and local school children to encourage participation from our local community.

### Collaborations

Four students toured with the Rambert dance company in *A Linha Curva* at various venues throughout the UK in the autumn. During 2017/18 another group of students will perform the work on tour with Rambert company, 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.

During the Easter break Rambert School took part in a collaborative project with the London Schools' Symphony

Orchestra culminating in a performance at the Barbican Concert Hall. The hugely talented group of young musicians played two new works alongside classics from Tchaikovsky, Copeland, and Stravinsky. New work was choreographed to newly composed scores by Rambert School graduates and current students, and Mark Baldwin (Artistic Director-Rambert dance company) choreographed *Appalachian Spring*, working with a group of 2nd Year Rambert Students.

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 lively Q&A and a fascinating exchange between students from RADA and Rambert.

Weekly workshops for 2nd and 3rd year students were again led by a range of superb *Fresh Friday* guest teachers. These included renowned choreographer Russell Maliphant, who also delivered a series of special workshops for 2nd year students, out of which all the students created group choreographic work.

### 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 2016/17 over 70 short works were performed during the School's two weeks of Student Choreographic Showcases. One of these works, *Helium*, choreographed by Solomon Berrio-Allen, went on to win first prize in the Copenhagen International Choreography competition.

*Requiem for Aleppo*, featuring a score by Rambert School Trustee David Cazalet and choreography by Rambert School 2015 graduate Jason Mabana was performed at Sadler's Wells on April 23rd with all money raised going to charities Syria Relief and Techfugees. This immensely powerful and moving work was also recently performed at the Edinburgh Festival. The absolutely first rate international cast included several Rambert School graduates. Mabana has been nominated for an Asian Arts Award, an Amnesty International Freedom of Expression Award, and has also been chosen as one of the best UK Young Artists and invited to showcase some of his work in Seoul, South Korea.

We were invited to propose two young aspiring choreographers to take part in Sadler's Wells Young Associates Programme. Chris Thomas and Arielle Smith-Jones will join the first part of the programme during August 2017.

### Student highlights including graduate destinations and alumni achievements

We are immensely proud of all our students at the School.

Chris Thomas, Hannah McGlashon and Dominic Rocca will all join Mark Bruce Company. Carolina Cortesi will take up a soloist's contract with Czech classical ballet company Pilsen Ballet. Alice Tagliento left shortly before year end to take up a contract with Michael Clark Company. Edd Arnold will join Balletboyz and Nick Ventura will go to Israel to join Batsheva Ensemble. Three students have been awarded highly sought after apprenticeship places (Mat Pritchard-National Dance Company Wales, Lesya Tyminska-Danish Dance Theatre, and Carina Howard-Mark Bruce Company.) Zoe Hornby-Walsh will join JV2 (Jasmine Vardimon Junior Company) and Meizhi Wang joins Verve, the postgraduate company of Northern School of Contemporary Dance.

2016 graduate Hollie Tuxford will continue at Danish Dance Theatre on a full contract following her apprenticeship this year, as will Monique Jonas and Nicholas Shikkis with Richard Alston Dance Company. Sharia Johnson (2015 graduate) has joined Rambert as an apprentice dancer following performances in Mark Baldwin's 'Inala' and with Michael Clark Company. A former dancer with Merce Cunningham Dance Company and Michael Clark Company, alumna Julie Cunningham is currently Rambert's Leverhulme Choreography Fellow. Her recent highly acclaimed work included performances by Alexander Williams and Hannah Burfield (2015 graduates.) Jacob O'Connell left Rambert to join Wayne McGregor/Random Dance.

2015 graduate Max Nicholson-Lailey continued his studies at St Martin's School of Art and Design (MA-costume design.) We are thrilled to learn that Max has recently reached the final 12 designers selected for the Linbury Prize 2017 out of some 800 applicants.

### Future developments

New work for 2017/18 will include new contemporary choreography by Rambert School alumnus Theo Clinkard and Wayne Parsons. Ashley Page, former Principal with the Royal Ballet and for ten years Artistic Director of Scottish Ballet, will create a postmodern classical work. Paul Liburd will re-stage a work created for Rambert dance company in 1991 by Rafael Bonachela, now Artistic Director of Sydney Dance Company. Mark Baldwin's delightful *Appalachian Spring*, created for the School's collaborative performance with the London Schools Symphony Orchestra in April, will also be re-staged.

### Amanda Britton

Principal and Artistic director



Carolina Cortesi and Mathew Prichard in *La Campanella*,  
photographer: Nicole Guarino



**‘CONGRATULATIONS TO RAMBERT SCHOOL STUDENTS ON A GREAT SHOW. GREAT VERSATILITY AND SKILL ON DISPLAY THROUGHOUT!’  
— SIR MATTHEW BOURNE OBE,  
JULY 2017**



Clockwise from above:  
Imogen Alvares, Mathew Prichard, Carolina Cortesi in *Divide by Zero*,  
photographer: Nicole Guarino  
  
Rambert School dancers in *Boardwalk Ghosts*,  
photographer: Nicole Guarino  
  
Arianne Morgan, Jacob Lang and Alexandra Piro in *Appalachian Spring*  
at the Barbican with London Schools Symphony Orchestra,  
photographer: Alex Fine  
  
Junior Summer Course participants,  
photographer: Nicole Guarino  
  
Rambert School dancers in *La Campanella*,  
photographer: Nicole Guarino



# FINANCIAL REVIEW

<b>£2,034,691</b>	-	<b>£1,894,819</b>	=	<b>£139,872</b>
Income		Expenditure		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 has increased by 3% to £2,034,691 (2016: £1,971,842). The School's principal funding sources remain the teaching grant from HEFCE and tuition fees received from students. Although the School's income generated from other activities increased by 12% year-on-year, it remains small in absolute terms and further diversification of the School's income continues to be a priority.

We believe our Government funding to be secure for the next three years, but after this period it is uncertain. During the next three years the School has plans in place to increase the income generated from student fees by increasing student numbers as well as other income streams, such as summer courses, adult and children's classes and studio hires. This is essential in order to reduce our reliance on Government funding, over which we have limited control.

### Expenditure

Total expenditure of £1,894,819 rose by 4% in the year (2016: £1,826,520). This was due in part to a large increase in professional fees, without which operating costs were flat. To meet the increasing demand for places at the School and with the need to increase its student numbers so that it can replace government grant income with tuition fees, the School requires more studio space. Professional fees have been incurred investigating the possibilities for expansion of the current site, including a fully costed feasibility study. In addition, the School has incurred fees protecting its Rambert trademark in the UK and overseas.

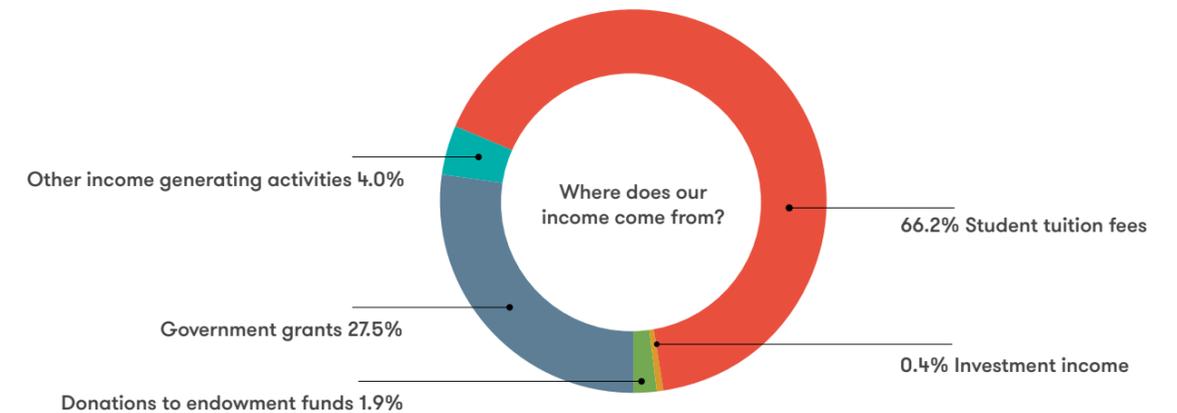
Investment in maintaining and enhancing the School's buildings and grounds has continued and there has been an increase in fundraising resource for the bursary fund. The School continued to implement changes to its teaching structure to make it more efficient. Staff costs increased overall by 4%, with an increase in teaching staff costs due to the adult and children's dance classes introduced this year, together with an increase in other staff costs with the new fundraiser.

### Scholarships and bursaries

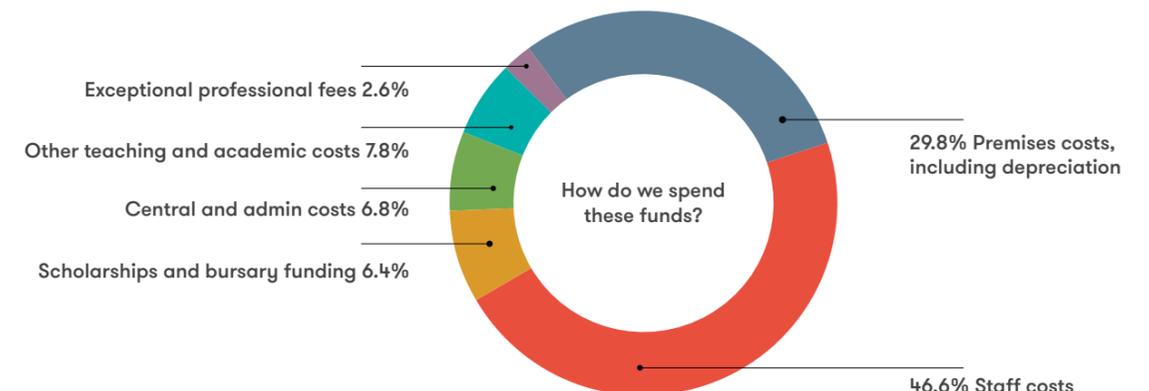
Many of the School's strengths stem from its diverse student body and it is vital for us to attract the most talented applicants regardless of their background or household income. Scholarship and bursary awards paid to students during the year amounted to £119,578 (2016: £129,593), with 56% of students at the School receiving some form of financial assistance. The student bursary fund is running low and a drive to supplement it is under way. Donations of £37,731 were received during the year.

We continue to develop and invest in our programme for widening participation at the School. After a successful first year of classes for children, young people and adults, this programme has been enhanced with the introduction of a pre-vocational course designed for talented young dancers considering a career in dance. Over 150 young dancers attended our summer courses this year and were offered a taste of vocational training with long days to emulate the full-time degree timetable. Bursaries are offered to participants to ensure the classes and courses are accessible to all.

### INCOME



### EXPENDITURE





Eleanor Stephenson and Max Day in White Heat,  
photographer: Nicole Guarino

#### BALANCE SHEET

The School's balance sheet continues to strengthen with net assets of £1,608,818 (2016: £1,468,946), and levels of working capital, cash balances and short term deposits remaining healthy.

#### Reserves

General reserves at 31 July 2017 amounted to £1,424,318 (2016: £1,291,580). The Trustees have identified two specific areas where general reserves may be required to meet future obligations. They have set aside £965,000 to meet the School's potential liability under the Universities Superannuation Scheme and Pensions Trust Scheme (2016: £790,000) in the event that the School ceases to have a current member of staff in the schemes. A further £150,000 of reserves has been made available to fund future building maintenance (2016: £169,735). Further details are provided in note 16 to the financial statements.

After deducting these amounts, the general reserves freely available amounted to £309,318 at 31 July 2017 (2016: £331,845). The Board aims for a figure of £735,000 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 2017/18. Although this level of general reserves is not currently being met, the Board is satisfied that the School has adequate working capital and that its solvency is satisfactory. The funds set aside for pension obligations are not expected to be payable in the immediate future and the Board considers that the level of reserves can be brought into line with the reserves policy over a longer period of time. The Board continues to keep the level of reserves and the reserves policy under review.

That said, it is appreciated that the School's finances will need to be kept under constant scrutiny in light of the continued uncertainties regarding the future funding levels for the Higher Education sector.

#### Cash position and investment policies

The School had cash and short term deposit balances, excluding endowment funds, of £1,593,429 at 31 July 2017 (2016: £1,376,758). 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 £3,299,730 at the year end. These loans are effectively serviced by the School through its 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 enhanced its IT capacity and completed works to the Chapel site. Both 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 2016/17 and student numbers for September 2017 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.

**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 2012) 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 being 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 remain priorities.

**Brexit**

We are considering carefully the implications of Brexit for the School and for its staff and students. Although no material change to the immigration or funding status of current and prospective EU students and staff is anticipated in 2018/19, we must look beyond the UK’s exit from the EU. In 2016/17, 19 students (15%) came from within the EU but outside the UK. Currently these 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 possible changes to the 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. We are keen to develop relationships with new partners, whilst continuing to nurture those we already have. During 2017/18 the School will be developing its fundraising strategy to ensure that the future of the School remains secure and that its students and wider community can benefit from improved facilities.

**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.

<p><b>R D B Cooper</b> Chairman</p>	
<p>Date: 18 October 2017</p>	
<p><b>A Britton</b> Principal</p>	
<p>Date: 18 October 2017</p>	

## 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:

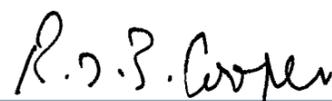
- ensure that, in all material respects, funds advanced from HEFCE have been applied only for the purposes for which they were received and in accordance with the Financial Memorandum with CDD;
- ensure that funds donated for restricted purposes are expended in accordance with any donor imposed conditions;
- 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



Date: 18 October 2017

## 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 2017.

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.

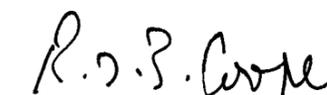
The responsibilities of the Trustees are set out on page 24.

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.
- an induction process is in place for in-coming trustees.

R D B Cooper  
Chairman



Date: 18 October 2017

A Britton  
Principal



Date: 18 October 2017

# 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 2017 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).

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.

### In our opinion:

- the financial statements give a true and fair view of the state of the School's affairs as at 31 July 2017 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 received for specific purposes administered by the School have been applied only for the purposes for which they were received;
- in all material aspects, funds from the Higher Education Funding Council for England administered by the School have been applied only for the purposes for which they were received; and
- the requirements of HEFCE'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.

## Conclusions relating to going concern

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.

## 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.



Catherine Biscoe

Date: 19 October 2017

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

‘IT HAS BEEN WONDERFUL TO WORK WITH THE THIRD YEAR STUDENTS OF THE RAMBERT SCHOOL ... I HAVE FOUND THE CREATIVE PROCESS WITH THESE SOON-TO-BE PROFESSIONALS TRULY INSPIRING.’

— MARK BRUCE, 2016

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 JULY 2017

	Notes	2017 £	2016 £
<b>Income</b>			
Funding body grants	1	560,546	527,780
Student tuition fees	2	1,347,476	1,326,579
		1,908,022	1,854,359
Other income	3	80,454	72,008
Investment income	4	8,484	11,071
Donations to endowment funds	15	37,731	34,404
<b>Total income</b>		<b>2,034,691</b>	<b>1,971,842</b>
<b>Expenditure</b>			
Staff costs	5	(881,451)	(845,527)
Other operating expenses including major refurbishment costs	7	(978,566)	(946,398)
Depreciation of tangible fixed assets	8	(34,802)	(34,595)
<b>Total expenditure</b>		<b>(1,894,819)</b>	<b>(1,826,520)</b>
<b>Net income and surplus for the year</b>		<b>139,872</b>	<b>145,322</b>

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 2017

	General reserve £	Endowment funds (note 15) £	Total £
<b>Balance at 1 August 2016</b>	1,291,580	177,366	1,468,946
Net surplus for the year	139,872	-	139,872
Transfers:			
Donations to endowment funds	(37,731)	37,731	-
Payments of scholarships, bursaries and prizes	31,500	(31,500)	-
Interest accrued on endowment funds	(903)	903	-
<b>Balance at 31 July 2017</b>	<b>1,424,318</b>	<b>184,500</b>	<b>1,608,818</b>

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.

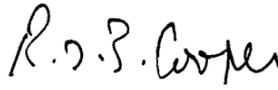
## BALANCE SHEET AS AT 31 JULY 2017

	Note	2017 £	2016 £
<b>Fixed assets</b>			
Tangible assets	8	148,954	156,749
<b>Endowment assets</b>			
Cash at bank	9	184,500	177,366
<b>Current assets</b>			
Rambert School of Ballet and Contemporary Dance Trust	11	2,001	17,582
Debtors	12	69,211	58,951
Short term deposits		666,488	405,600
Cash at bank		926,941	971,158
		<b>1,664,641</b>	<b>1,453,291</b>
Less: Creditors – amounts falling due within one year	13	(294,005)	(215,696)
<b>Net current assets</b>		<b>1,370,636</b>	<b>1,237,595</b>
<b>Total assets less current liabilities</b>		<b>1,704,090</b>	<b>1,571,710</b>
Less: Creditors – amounts falling due in more than one year	14	(95,272)	(102,764)
<b>Net Assets</b>		<b>1,608,818</b>	<b>1,468,946</b>
Expendable endowment funds	15	184,500	177,366
General reserve	16	1,424,318	1,291,580
<b>Total Funds</b>		<b>1,608,818</b>	<b>1,468,946</b>

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 18 October 2017 and signed on its behalf by:

Chairman		Finance Director		Principal	
Date:	18 October 2017	Date:	18 October 2017	Date:	18 October 2017

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 JULY 2017

	Notes	2017 £	2016 £
Net cash inflow from operating activities	17	242,328	161,622
Net cash flows used in investing activities	18	(18,523)	(8,404)
Change in cash and cash equivalents in the year	19	223,805	153,218

## RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET CASH FUNDS

	Notes	2017 £	2016 £
Increase in cash in the year	19	223,805	153,218
Net cash funds at 1 August 2015	19	1,554,124	1,400,906
Net cash funds at 31 July 2016	19	1,777,929	1,554,124
Represented by:		£	£
Endowment assets		184,500	177,366
Short term deposits		666,488	405,600
Cash at bank		926,941	971,158
		1,777,929	1,554,124

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 2017.

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 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 2018, 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 (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
Motor vehicles:	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. With effect from 1 October 2016, the scheme changed from a defined benefit only pension scheme to 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. Due to 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 institution 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.

# NOTES TO THE FINANCIAL STATEMENTS

1 Funding body grants	2017 £	2016 £
<b>Recurrent grants received from CDD</b>		
Teaching grants	419,125	423,360
<b>Other grants received from CDD</b>		
Higher Education Incentive Fund, Joint Artistic Project Fund and Widening Participation support	110,114	77,057
Amount of capital grant released in year	31,307	27,363
	560,546	527,780

2 Student tuition fees	2017 £	2016 £
UK and EU higher education students	892,215	863,715
Non-UK and EU higher education students	422,400	470,134
Application fees and deposits foregone	26,111	20,102
Provision for doubtful debts	-	(2,985)
Fees received / (clawed back) for prior years	6,750	(24,387)
	1,347,476	1,326,579

3 Other income	2017 £	2016 £
Other income generating activities	76,154	69,362
Sundry income	4,300	2,646
	80,454	72,008

Income and outgoings relating to the School's bursary funds are shown in the Student Bursary Appeal Fund. See note 15.

4 Investment income	2017 £	2016 £
Interest receivable (before allocation to endowment funds)	8,484	11,071

5 Staff costs and numbers	2017 £	2016 £
<b>Total staff costs</b>		
Wages and salaries	777,526	753,174
Social security costs	65,522	61,763
Pension costs	32,655	26,900
Other staff-related costs	5,748	3,690
	881,451	845,527

Staff costs by department	£	£
Teaching departments	660,690	656,117
Administration and central services	220,761	189,410
	881,451	845,527

Staff costs by contract	£	£
Permanent contracts	682,762	645,206
Short term and temporary contracts	198,689	200,321
	881,451	845,527

#### 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	15.5
Administration and central services	6.0	5.5
	21.0	21.0

The average number of persons employed during the year was 35 (2016: 35).

The aggregate remuneration of key management personnel was £244,492 (2016: £207,239) including employer's national insurance.

Senior post-holder's emoluments	2017 £	2016 £
The Principal's emoluments comprised the following:		
Salary	64,433	56,600
Pension contributions	11,598	9,430
<b>Total emoluments</b>	<b>76,031</b>	<b>66,030</b>

No members of staff received emoluments of £100,000 or more in the 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 (2016: none). No member received reimbursement of expenses (2016: none).

The School has in place a trustee indemnity insurance policy at a cost of £1,829 (2016: £1,770). The insurance policy provides cover of up to a maximum of £2,000,000.

7 Other operating expenses	2017 £	2016 £
Contribution to bursaries paid by CDD	76,000	94,433
Student bursary appeal awards	7,500	15,600
Sir Simon Robertson scholarships	21,500	19,560
Fee waivers granted	12,078	-
Charlotte Kirkpatrick prizes	2,500	2,500
Academic, research and student welfare costs	149,006	152,526
Administration and central services	91,710	86,587
Rent (operating lease)	330,000	330,000
Other premises costs	200,193	217,235
Auditor's remuneration for external audit	13,080	13,870
Auditor's remuneration for other services	-	-
Other professional fees	74,999	14,087
<b>Total</b>	<b>978,566</b>	<b>946,398</b>

#### 8 Tangible Fixed Assets

	Fixtures, fittings and non-IT equipment £	IT equipment £	Leasehold improvements £	Total £
<b>Cost or Valuation</b>				
At 1 August 2016	207,240	59,558	187,621	454,419
Additions	-	11,487	15,520	27,007
<b>At 31 July 2017</b>	<b>207,240</b>	<b>71,045</b>	<b>203,141</b>	<b>481,426</b>
<b>Depreciation</b>				
At 1 August 2016	(191,623)	(50,400)	(55,647)	(297,670)
Charge for year	(7,027)	(10,847)	(16,928)	(34,802)
<b>At 31 July 2017</b>	<b>(198,650)</b>	<b>(61,247)</b>	<b>(72,575)</b>	<b>(332,472)</b>
<b>Net book value at</b>				
31 July 2017	8,590	9,798	130,566	148,954
31 July 2016	15,617	9,158	131,974	156,749

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 January 2016, the trustees of the Trust agreed to defer the May 2016 rent review for a period of two years.

With the Trust's agreement, the School completed some building works during the year. Under the terms of a formal licence dated 8 July 2015 the School will not be compensated for the cost of the alterations, nor for any increase in value of the property attributable to the alterations; on any rent review the alterations are to be disregarded.

**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 2017, the School was owed £2,001 (2016: £17,582) 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:

	2017 £	2016 £
Brought forward at 1 August 2016	17,582	15,992
Additions at cost	3,921	2,193
Repayments	(19,502)	(603)
Cost of investments carried forward at 31 July 2017	2,001	17,582

**12 Debtors**

	2017 £	2016 £
Amounts falling due within one year:		
Students' fees (after provisions)	6,750	-
Prepayments	60,712	55,177
Other debtors	1,749	3,774
	69,211	58,951

**13 Creditors - amounts falling due within one year**

	2017 £	2016 £
Trade creditors	25,741	-
Deferred income - teaching grant, deposits and fees in advance	151,124	117,530
Other creditors and accruals	90,896	70,803
Deferred capital grants due within one year	26,244	27,363
	294,005	215,696

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**

	2017 £	2016 £
Deferred capital grants due in more than one year	95,272	102,764
Balance at 1 August 2016	130,127	141,240
Capital grant received during the year	22,696	16,250
Amounts released to income during the year	(31,307)	(27,363)
Balance at 31 July 2017	121,516	130,127
Made up of:		
Due within one year	26,244	27,363
Due in more than one year	95,272	102,764
	121,516	130,127

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:

	2017 £	2016 £
Balance at 1 August 2016	38,567	40,771
Interest received	187	296
Prizes awarded	(2,500)	(2,500)
<b>Balance at 31 July 2017</b>	<b>36,254</b>	<b>38,567</b>

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:

	2017 £	2016 £
Balance at 1 August 2016	63,434	63,720
Gift Aid recovered relating to earlier years	1,989	-
Donations received	35,742	34,404
Interest received	339	470
Bursary and scholarship awards made during the year	(29,000)	(35,160)
<b>Balance at 31 July 2017</b>	<b>72,504</b>	<b>63,434</b>

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:

	2017 £	2016 £
Balance at 1 August 2016	75,365	74,804
Interest received	377	561
<b>Balance at 31 July 2017</b>	<b>75,742</b>	<b>75,365</b>

In summary, the funds at 31 July 2017 comprised:

	2017 £	2016 £
Charlotte Kirkpatrick Fund	36,254	38,567
Student Bursary Appeal Fund	72,504	63,434
Marie Rambert Memorial Fund	75,742	75,365
	<b>184,500</b>	<b>177,366</b>

**16 General funds**

	Total £
Balances at 1 August 2016	1,291,580
Movements in year:	
Net surplus for the year	139,872
Net transfer from endowment funds	(7,134)
<b>Balances at 31 July 2017</b>	<b>1,424,318</b>

The trustees have identified two specific areas where general reserves are required to meet future obligations.

**Pension obligations**

During 2010, the School was notified by Universities Superannuation Scheme of a potential liability under the Employer debt regulations. 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. Having regard to the most recent notifications from the two pension providers, the Board has determined that funds amounting to £965,000 at 31 July 2017 (2016: £790,000) are required in relation to these potential liabilities. Details of the pension schemes of which various staff are members are set out in note 20.

**Maintenance plans**

It is the Board's policy to make provision against the future costs of maintaining and refurbishing the School's estate. During the year the School continued its refurbishment programme and the Board has set aside £150,000 at 31 July 2017 (2016: £169,735) for these on-going costs. The Board has deemed this to be an appropriate amount by reference to professional advice obtained in earlier years.

**17 Net cash provided by operating activities**

	2017 £	2016 £
Net movement in funds	139,872	145,322
Depreciation charge	34,802	34,595
Surplus on the disposal of tangible fixed assets	-	(4,602)
Decrease in debtors	5,321	1,032
Increase in creditors due within one year	78,309	11,545
(Decrease)/Increase in creditors due in more than one year	(7,492)	(15,199)
Interest income	(8,484)	(11,071)
<b>Net cash inflow from operating activities</b>	<b>242,328</b>	<b>161,622</b>

18 Net cash flow used in investing activities	2017 £	2016 £
Interest received	8,484	11,071
Purchase of tangible fixed assets	(27,007)	(27,675)
Proceeds from sale of fixed assets	-	8,200
	(18,523)	(8,404)

19 Change in cash and cash equivalents in the year	2017 £	2016 £
Balance at 1 August 2016	1,554,124	1,400,906
Cash flows	223,805	153,218
Balance at 31 July 2017	1,777,929	1,554,124

## 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 £32,654 (2016: £26,900).

### 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 £18,901 (2016: £14,828). There was an accrual of £2,225 at the end of the financial year in respect of these contributions (2016: £nil). 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 full actuarial valuation 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 underway.

Since the institution cannot identify its share of scheme assets and liabilities, the following disclosures reflect those relevant for the scheme 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. The assets therefore were sufficient to cover 89% of the benefits which had accrued to members after allowing for expected future increases in earnings.

Defined benefit liability numbers for the scheme have been produced using the following assumptions:

	2017	2016
Discount rate	2.57%	3.6%
Pensionable salary growth	n/a	n/a
Pension increases (CPI)	2.41%	2.2%

The main demographic assumption used relates to the mortality assumptions. Mortality in retirement is assumed to be in line with the Continuous Mortality Investigation's (CMI) S1NA tables as follows:

Male members' mortality	98% of S1NA ["light"] YoB tables – No age rating
Female members' mortality	99% of S1NA ["light"] YoB tables – rated down 1 year

Use of these mortality tables reasonably reflects the actual USS experience. To allow for further improvements in mortality rates the CMI 2014 projections with a 1.5% pa long term rate were also adopted. The current life expectancies on retirement at age 65 are:

	2017	2016
Males currently aged 65 (years)	24.4	24.3
Females currently aged 65 (years)	26.6	26.5
Males currently aged 45 (years)	26.5	26.4
Females currently aged 45 (years)	29.0	28.8

	2017	2016
Scheme assets	£60.0bn	£49.8bn
Total scheme liabilities	£77.5bn	£58.3bn
FRS 102 total scheme deficit	£17.5bn	£8.5bn
FRS 102 total funding level	77%	85%

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 2017 has been calculated by USS to be £962,000 (2016: £648,000). The Board has allocated reserves to cover this potential liability of £965,000 (including that for The Pensions Trust – see below). See note 16. 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.

**20 Pension obligations (continued)**

**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 1% for employees and 1% 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 2017 was £13,753 (2016: £12,072).

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 2015. This valuation revealed a shortfall of assets compared with the value of liabilities of £206.9 million, down from £255.4 million at 30 September 2014, equivalent to a funding level of 81% (2014: 76%). 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 2016 (including Series 3 liabilities in the calculation) has been calculated by the Pensions Trust to be £2,441 (2016: £6,085).

**21 Capital Commitments**

At 31 July 2017, the School had no capital commitments (2016: £nil) for contracts for building and refurbishment work or related professional contracts, including VAT and £nil had been paid or accrued for at the balance sheet date.

**22 Financial Commitments**

At 31 July 2017 the School had commitments under non-cancellable operating leases as follows:

Operating leases:	Land and Buildings £	Equipment £	2017 £	2016 £
Within one year	330,000	19,672	349,672	349,729
Between two and five years	1,320,000	40,942	1,360,942	1,377,627
After five years	2,894,055	-	2,894,055	3,224,990
	4,544,055	60,614	4,604,669	4,952,346

**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 £965,000 (2016: £654,000). The Board has taken these potential liabilities into account when setting its reserves policy.

**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 was a trustee of both the School and the Trust from 17 October 2016, when she was appointed as trustee of the Trust.

During the year the School paid rent of £330,000 (2016: £330,000) to the Trust.

The School also paid expenses for the Trust amounting to £3,921 (2016: £2,193). At 31 July 2017, the Trust owed £2,001 to the School (2016: £17,582). See note 11 above in this context.

**Michael Pender-Cudlip (Board member until 28 February 2017)**

Michael Pender-Cudlip's son, Tom Kirkpatrick, works on a part-time basis as an accompanist at the School and is remunerated on an arm's length basis. He was paid £12,379 in the year (2016: £12,181).

**Lady Sainsbury (Board member until 14 June 2016)**

Lady Sainsbury teaches at the School on an unremunerated basis.

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