



ISTD Annual Review 2010

Contents

ISTD Annual Review 2010

Chairman's Report	03
Chief Executive's Report	04
Aims & Objectives	05
About the ISTD	06
2010 Highlights and Achievements	07
Report of the Administrative Council	11
Independent Auditor's Report	15
Summarised Statement of Financial Activities	17
Balance Sheet	18
Cash Flow Statement	19
Notes Forming Part of the Financial Statements	21

Chairman's Report



As will be seen from the Statutory Accounts, 2010 was a highly unusual year for the Society in that for the first time in many years a significant deficit was incurred.

It is well known that the UK's economy has been badly affected by the downturn and, correspondingly, the Society saw a downturn in its business in the UK. Parents and teachers have struggled to find sufficient resources to fund the teacher training and assessment demands for the variety of styles of dance which has led to fewer students being entered for examinations. We are very conscious of the need to support our loyal teachers during this difficult time and this is being addressed by strengthening our presence in the UK regions, by strengthening the UK Examinations team and ensuring a high quality of service to teachers and members.

Internationally, the picture has been rather different and building on existing strength and the loyalty of teachers and members based in 60 countries overseas, the Society's plans for growth have prospered and earned the Society over £1 million from these markets for the first time. We have been forming alliances with sister organisations and academies in China and I was able to witness this development first hand when I travelled with the CEO and Professor Christopher Bannerman to Hong Kong and Beijing in November 2010. The enthusiasm for our work and commitment to the highest standards was evident during our visit and we were able to initiate alliances with the Chinese Dancers Association and the Beijing Dance Academy. I was also able to visit the impressive Academy of Philip Li, last year's winner of the Dancesport

Imperial Award and to witness their approach to the training of dancers in China.

The CEO of the ISTD for the past two years, Julian Amey, has now left the organisation and I thank him for his work during a period of substantial change.

The implementation of the 5 Year Plan began its first phase in 2010 focussing on revisions to ISTD's qualifications, strengthening and widening our UK and international activities and upgrading our websites. The new website has now been launched and received positive feedback. ISTD's Facebook site has over 3,500 fans and the electronic newsletter reaches over 5,000 members.

Revised qualifications including all graded and vocational graded qualifications, were successfully submitted onto the QCF (Qualifications Credit Framework) ahead of all other dance awarding organisations and work is underway on the development of further higher qualifications including routes to BA and MA. I would like to commend the members of the Core group who undertook the review of qualifications which has proved popular with teachers and provides a platform on which we can grow the Society's activities and business over the years to come.

During the year and as part of our ongoing review of governance we were able to appoint four new independent members of Council and I am pleased to welcome Gary Morley, Vernon Kemp, Philip Murphy and Bruce Ryder onto the Board. All of them bring relevant skills and experience that will directly benefit the Society. Following

many years of excellent service, John Cook stood down from his role as Chairman of the Finance, General Purposes and Audit Committee. I want to thank him most warmly for all his work and to welcome his successor in that position, Gary Morley. I am also particularly pleased to welcome Baroness Gloria Hooper onto Grand Council. With her long term support for dance and her distinguished record in Parliament her advice will be invaluable to us.

An innovative development has been the formation of an alliance between the Royal Albert Hall, the RAD and the IDTA to develop a production called the Dance Proms, celebrating the work of the three Societies. It will be held at the Royal Albert Hall on 13th November 2011 and aims to be the first of what will become an annual event.

Reversing the financial outturn of 2010 is a key priority for the Council and we recognise that this may require significant change to our modus operandi. We are determined to place the needs of our members before all other considerations and I once again, thank all my fellow trustees as well as those members and staff who served on Committees and working groups throughout the year for the outstanding commitment they have shown to the Society. Their efforts, coupled with the work of our examiners, teachers and all those who serve on our Faculties will ensure that the Society adapts to necessary change and meets its full potential in the UK and overseas.

*Peter Kyle OBE
ISTD Chairman
June 2011*



Chief Executive's Report

The implementation of the 5 Year Plan agreed by Council in December 2009 began its first phase in 2010 focussing on revisions to ISTD's qualifications, strengthening and widening our UK and international activities and upgrading our websites, IT systems and buildings.

Following wide consultation and a concerted effort by a dedicated group of members and senior Head Office staff the new Diploma in Dance Instruction and Diploma in Dance Education were launched to wide acclaim and successfully accredited on the new Qualifications and Credit Framework in England, Wales and Northern Ireland, alongside the ISTD grades and vocational graded examinations in dance. Work is now underway on the development of further higher qualifications including routes to a BA and an MA.

With the ongoing weakness of the UK economy, parents and teachers have struggled to find sufficient resources to fund the teacher training and assessment demands for the variety of styles of dance, and this led to a downturn in income in the UK in 2010. Internationally, however, the Society's plans for growth have prospered and earned the Society over £1 million for the first time in the Society's history. While building on existing strength in southern Europe and Commonwealth countries, the Society has also been forming alliances

with sister organisations and academies in China, Japan and Korea.

An innovative development commencing in 2010 was the formation of an alliance with the Royal Albert Hall, the RAD and the IDTA to develop a production of dance performances organised and performed by students of the members of the three Societies at the Albert Hall on 13th November 2011. The production will be known as the Dance Proms and aims to be the first of what will become an annual event at the Albert Hall.

Ongoing improvements are being made to ISTD's buildings and increasing efforts have been made to increase the use of ISTD2 Dance Studios by external organisations. Comprehensive research and a scoping exercise into improved IT systems was carried out and the Exchequer Finance software was introduced in 2010 to replace SAGE.

Following development of our flagship ISTD website, a redesigned version was launched and has received positive feedback. Further digital developments included the introduction of an ISTD page on Facebook and a bi-monthly email newsletter for members.

*Julian Amey, ISTD Chief Executive
March 2011*

Aims & Objectives

The mission of the ISTD is to educate the public in the art of dance in all its forms.

Strategic Aims

- To enhance, develop and support teaching standards within the dance sector.
- To provide appropriate syllabi to facilitate the training of dancers and dance teachers.
- To maintain and improve teaching standards.
- To qualify by examination teachers of dancing in the Society's specialist techniques taught by more than 7,500 members throughout the world.
- To maintain and improve the quality of ISTD dance examinations.
- To ensure the Society meets the standards required by the regulatory authorities to retain the accreditation and recognition of its qualifications.



Above: Dancers from the vibrant and authentically accurate Mexican Group which won the Choreographic Award at the Grandison Clark Awards

Corporate Objectives

- To promote the Society and all ISTD dance genres around the world.
- To ensure the ISTD is the most innovative and dynamic organisation within the dance examinations industry.
- To provide all ISTD members and customers with the highest possible level of service.
- To continue to review and improve processes and business and IT systems to ensure the development and growth of the Society.

.....“.....

My relationship with my dance teachers was very special and I felt very close to them. To this day I have amazing relationships with them as I have grown up

.....”.....

Charlie Bruce, former ISTD student and 2009 winner of the BBC's So You Think You Can Dance

About the ISTD

100 Years of Dance

The Imperial Society of Teachers of Dancing (ISTD) is one of the world's leading dance examinations boards. From Ballet to Ballroom, we cover the full spectrum of genres and for more than 100 years we have provided training for dance teachers and examiners, enabling them to enter their students for examinations, develop new techniques and spread the joy of dance.

Many of our members are leading figures in the dance industry around the world, from esteemed West End choreographers and legendary teachers, to up-and-coming students and participants from hit TV shows.

As a registered educational charity, the ISTD's mission is to educate the public in the art of dancing in all its forms, to promote knowledge of dance, to provide up-to-date techniques for our members, and to maintain and improve teaching standards. We support and train our members through a wide variety of courses, summer schools and congresses, updated teaching syllabi and techniques upon which to train dancers for the profession.

The ISTD at a glance...

- 250,000 dance examinations annually
- Multiple styles of dance with 12 different faculties
- Dance courses, teacher training and qualifications
- Publications, CDs and DVDs
- DANCE Magazine
- Syllabi with the latest techniques
- ISTD2 Dance Studios in central London
- Comprehensive library with 4,000 volumes
- 7,500+ members in more than 75 countries around the world

.....“.....
I liked the fact we did a variety of dancing and got taught different things

Levir, age 13

I loved it all. It was fun and exciting!

Nicole, age 9

.....”.....
Participants at the 2010 Northern Day of Dance



Above: Young winners at the Blackpool Grand Finals (photo by Ron Self)

2010 Highlights and Achievements

Dance Teachers' Careers Day

Move It is one of the biggest dance events of the year and in March 2010, the ISTD was proud to work together with other leading dance awarding bodies to present the first ever Dance Teachers' Careers Day at Move It.

Around 120 attended the morning presentations, gaining an insight into dance teaching in the private and maintained sectors, as well as taking part in one-to-one mentoring sessions with a variety of experts in their field.

During 2010, the ISTD was also represented at the Danza in Fiera exhibition in Florence, joining more than 250,000 visitors from all over the world and enjoying the opportunity to reconnect with our Italian teachers and students.



Above: two young ISTD fans at Danza in Fiera

Lunch with a side of Salsa



Above: participants taking part in our Big Dance-inspired free lessons

As part of Big Dance 2010, the nation-wide celebration of dance, the ISTD was delighted to host a week-long series of free lunch-time dance lessons at ISTD2 Dance Studios.

From Line Dancing to Salsa, a host of local workers and residents enjoyed classes with ISTD teachers and half of our attendees said that this was their first ever dance lesson!

.....“.....
I had a brilliant time throughout – the session was fun, informal and just the right length of time
”.....

Feedback from participants at 'Lunch with a side of Salsa' dance lessons

Tales from A Farr

We know that our teachers and examiners are an adventurous group and work tirelessly to promote our work around the world. ISTD teacher and examiner Gillian Farr went one step further as she set sail around the world in aid of the ISTD Benevolent Fund and a range of other charities.

Her inspirational trip on board a 44ft catamaran named 'Spirit of Nina' encompassed 26,000 miles around the world, taking her from Trinidad to the Galapagos Islands and beyond.



Faculties' Congresses

Our Faculties Congress events give our members a chance to network, catch up with friends, gain new ideas and inspiration, experience a variety of genres and refresh their teaching methodology. And 2010 was no exception with a range of events.

On Sunday 14th March, we officially welcomed the start of spring with the annual Dancesport Spring Congress, Dinner Dance and Cabaret – always a highlight of the diary each year!

.....“.....
**It was a fantastic day
 – very inspiring and
 very well organised. I
 look forward to next
 year**

.....”.....
*Member feedback from the 2010 Theatre
 Faculties' Congress*

The Theatre Faculties' Congress at Laban on 9th May included masterclasses, lectures and sessions from West End shows, *Shall We Dance* and *Legally Blonde*, as well as a finale by Northern Lights with their Eisteddfod award-winning dances of Northumbria. The day also included a Members' Forum, which gave members updates on new Society developments as well as an opportunity to ask questions and share ideas.



Above: Northern Lights entertain the Congress crowd with an award-winning dance

In July the Worthing Congress featured an impressive weekend of lectures and demonstrations, with displays including a Ballroom masterclass with British National Champions Warren and Kristi Boyce.

10 years at the Tower

In 2010, the ISTD's Blackpool Grand Finals marked its 10th birthday, with the biggest and best event to date. Sponsored by Dance Sport International, the Grand Finals have grown year-on-year to the event it is today – a Ballroom, Latin and Sequence competition that is held in high regard both in the UK and internationally.



Above: Grand Final demonstrators, Christopher Short and Elissa Channa (photo by Ron Self)

.....“.....
10 years of growth has made this event into one of ‘the’ events in the dancing calendar – thanks must go to all the hard work put in by all the teachers
”.....

Nicky Miles, ISTD teacher and Grand Finals organiser

Recognised by Ofqual

In September 2010 all of the ISTD’s current accredited qualifications were accredited onto the new Qualifications and Credit Framework (QCF). This was an important step for the Society and will allow our qualifications to be recognised throughout the world. It also gives our teachers a wider range of opportunities for their skills to be credited and means that our qualifications are supported for funding by the Sector Skills Council (Creative and Cultural Skills).



Street dance crews entertain the crowd at the 2010 Summer Celebration. Photo: Anna Saverimuttu

AGM and Summer Celebration

Once again, our members came together for the ISTD Annual General Meeting and took the opportunity to catch-up with each other as well as the business of the Society. A Summer Celebration followed the AGM and the Edwardian grandeur of Shoreditch Town Hall provided a suitably elegant setting.

A live performance element was provided by the Minis and the Masters, two crews from dance group TKSPIN, who enthralled the crowd with a surprise flash mob routine to celebrate the launch of the new ISTD Street Dance & Commercial Hip Hop syllabus.

The occasion of the AGM and Summer Celebration also provided the opportunity to conduct a series of examiner meetings with delegates from regions around the UK and overseas, with the aim of updating them on new developments and consulting on future initiatives.

Dance Proms – a new partnership

2010 also saw the beginning of a partnership between the ISTD, the International Dance Teachers’ Association (IDTA), the Royal Academy of Dance (RAD) and the Royal Albert Hall who have all joined forces to present the first ever Dance Proms at the Hall on 13th November 2011.

Finding our way on Facebook

2010 saw the start of several new digital initiatives for the Society, including the introduction of an ISTD page on Facebook in May, our first online members’ survey and the start of a website redevelopment project.

The first issue of our bi-monthly email newsletter, ISTD News, was sent out in February 2010 to an initial email list of 3,000. By December 2010, our email subscriber list had grown to 4,750 with members giving very positive feedback on the design and content of the newsletters.

Instituting regular online surveys has also provided us with a wide range of views and ideas from members as we work to improve our service to members.



Report of the Administrative Council

For the year ended 31st December 2010

The Administrative Council presents its report and audited financial statements for the year ended 31st December 2010.

Reference and Administrative Information

Charity Name:

Imperial Society of Teachers of Dancing

Charity registration number:

250397

Company registration number:

392978

Registered Office and Operational address:

Imperial House
22-26 Paul Street
London
EC2A 4QE

Administrative Council

Executive Members (Trustees)

(† Also a member of Finance, Audit & General Purposes Sub-Committee)

- Mr Simon Adkins
- Mrs Kay Ball
- Prof. Christopher Bannerman
- † Mr John Cook
- Mrs Barbara Grover
- † Mr Robert Grover
- † Mr Richard Hunt
- † Mrs Paddy Hurlings
- Mr Vernon Kemp (appointed September 2010)
- Ms Karen King (appointed December 2010)
- † Mr Peter Kyle (Chairman)
- † Mr Gary Morley (appointed September 2010)
- † Mr William Murdoch

- † Mr Philip Murphy (appointed September 2010)
- † Mrs Gaynor Owen
- † Mr Bruce Ryder (appointed September 2010)
- Miss Sue Passmore
- Mrs Elisabeth Swan
- † Ms Leigh Tavaziva
- Mrs Yvonne Taylor-Hill

Senior Management Team

- Mr Julian Amey
Chief Executive (resigned 31st March 2011)
- Mrs Claire Buckley
Head of International Examinations Department
- Miss Sarah Combes
Head of Education & Training Department

Mrs Jenny French
Financial Controller

Ms Sarah O'Hanlon
Head of Marketing & Membership Support Services Department

Mrs Cynthia Pease
Head of Customer Services & Quality Assurance Department

Mrs Elizabeth Wills
Head of UK Examinations Department (appointed January 2011)

Auditors

haysmacintyre
Fairfax House
15 Fulwood Place, London WC1V 6AY

Bankers

National Westminster Bank
Finsbury Square Branch
PO Box 549
78 Finsbury Pavement
London EC2A 1JA

Solicitors

Charles Russell, 8/10 New Fetter Lane,
London EC4A 1RS

Investment Managers

Charles Stanley & Co
25 Luke Street
London EC2A 4AR

The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' published in March 2005, applicable law and the Society's governing document.

Structure, Governance and Management

Governing Document

The Imperial Society of Teachers of Dancing is a charitable company limited by guarantee, incorporated on 5th February 1945 and registered as a charity on 6th January 1969. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £5.

Recruitment and Appointment of Administrative Council

The directors of the company are also charity trustees for the purpose of charity law and under the company's Articles are known as Executive Members of the Administrative Council. Under the requirements of the Memorandum and Articles of Association, the members of the Administrative Council are elected to serve for a period of three years which they must be re-elected at the next Annual General Meeting.

The Executive Members of the Administrative Council consists of five independent members, five representatives of Theatre Dance Faculties and five representatives of Dancesport Faculties. Members of Council are elected by the ISTD's fully registered members at the AGM on the basis of their pre-eminence in the world of dance or their relevant business or education experience. The Council of Management has responsibility for the financial and legal administration of the ISTD, primarily through its sub-committee, the Finance and Audit Committee. Presently the existing trustees nominate suitable candidates to fill vacancies.

The Executive members of the Administrative Council are appointed for a three-year term at the Annual General Meeting of the Society. Richard Hunt, Paddy Hurlings and Peter Kyle retire by rotation and offer themselves for re-election. The Executive Members (Trustees) constitute directors of the Society for Companies Act purposes.

Trustee Induction and Training

Most trustees are familiar with the practical work of the charity having been either Chair person of a Faculty or also have prior professional involvement within the dance, arts or education industries. Additionally, new trustees are invited and encouraged to attend Congresses and events organised by the Society to familiarise themselves with the charity and the context within which it operates. The induction and training should cover:

- The obligations of Administrative Council Members.
- The main documents which set out the operational framework for the charity including the Memorandum and Articles and Rules and Standing Orders.
- Resourcing and the current financial position as set out in the latest published accounts.

Risk Management

The Administrative Council has conducted a review of the major risks to which the charity is exposed. It is clear that the external risk to incoming resources consists of two main items which could impact the operation of the organisation:

- Insufficient members entering candidates for examinations
- Insufficient members renewing their subscriptions

Internal control risks are minimised by the introduction of financial review and the implementation of procedures for authorisation of all transactions and projects. Improved procedures are in place to ensure compliance with all statutory health and safety requirements. These

procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

The review also looked at key risks around the Society's ability to deliver its strategy, reviewed current control and identified a number of areas where controls could be strengthened.

There is a need to enhance the efficiency of the computer systems to enable development to be accelerated. By developing and improving the financial and customer management systems by revitalising the resource network which could lead to achieving its membership and revenue potential. The Society needs to develop its membership and services and needs to communicate with its members more effectively as failure to do so will inhibit its ability to identify new and emerging issues.

Lastly, loss of knowledge will make life difficult in a small organisation when staff leave, therefore the management systems for retaining and capturing this knowledge will be developed.

All other normal business risks are insured against appropriately.

Organisational Structure

The Imperial Society of Teachers of Dancing has an Administrative Council of executive members who meet quarterly and are responsible for the strategic direction and policy of the charity. At present the Council has members from a variety of professional backgrounds relevant to the work of the charity.

The Chief Executive has responsibility for planning and developing the services and strategies set by the trustees. A scheme of delegation is in place and the day-to-day responsibility for the provision of the services rest with the Chief Executive working closely with the Senior Management Team for ensuring that the charity delivers the services and strategies specified and that key performance indicators are met. Senior Management has responsibility for the day-to-day operational management of ISTD Headquarters and ISTD Dance Studios, individual supervision of staff and also ensuring that the team continue to develop their skills and working practices in line with good practice.

Related Parties

The charity has a close relationship with the ISTD Benevolent Fund which is a charity set up to assist current and former members of the ISTD who have encountered financial difficulty through ill health or old age.

Public Benefit

The trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. The trustees have assessed the activities of the Society in relation to the public benefit requirement and consider that the activities meet the two main principles of public benefit; that the benefits are identifiable and are related to the aims of the Society; and that the public are the beneficiaries and that there is no significant exclusion as to who can benefit. How the charity fulfils these obligations is covered in the various sections of this report.

Objectives and Activities

The Society is registered with the Charity Commission (Number 250397) as an educational charity whose purpose is to promote the teaching of dancing.

The objects of the charity are the Society's chief objectives as defined in the Memorandum and Articles of the Society 'to educate the public in the art of dancing in all its forms'.

To achieve this, the Society works in four main ways:

- To promote knowledge of dance
- To maintain and improve teaching standards
- To qualify by examination teachers of dancing in the Society's specialist techniques taught by the 7,500 members throughout the world
- To provide through its syllabi techniques upon which to train dancers for the profession.

Major Activities

- The offering of dance examinations and qualifications for learners of all ages and abilities throughout the world. These examinations are offered through the provision of syllabi in multiple dance genres and are taught by teachers who have qualified with the ISTD to enter candidates for examination. The syllabi are themselves developed by the Society through 12 Faculties.
- The administration of examination sessions from the point of receiving applications from the teacher through to booking the examiner, processing timetables, handling the processing of results and despatching certificates and

medals.

- The constant monitoring of all examination processes to ensure standards of examination are consistent. Ensuring all candidates are properly registered, checking and recording all examination results and monitoring all examiners' training and standards to ensure all candidates receive fair and equal assessment and all equal opportunities are met. It is also necessary for the organisation to ensure it meets the standards required by the regulatory authorities to retain the accreditation and recognition of its qualifications.
- The Society seeks to maintain and develop the standards of teaching through the provision of appropriate courses and other training opportunities. Furthermore the Society provides a range of events and activities to ensure members of the Society are kept up to date with developments in dance education and teaching.

Achievements and Performance

- Fundamental review of the financial systems of control of the Society in conjunction with trustees, Executives and company auditors.
- A wider governance review was undertaken to ensure the Society complies with current charitable legislation and principles of good practice.
- The Society has ensured that qualifications are embedded within the government diploma.
- The Society is working closely with the wider dance sector, forging good working relationships with key organisations in the dance education field.



Financial Review

Financial Performance

The ongoing weakness in the UK economy has an impact on our core revenue. The financial result for the year was a deficit of £366,895 on unrestricted funds due to an unfavourable variance on the overall income generated in the UK despite growth in the international business activities.

Investment Policy, Powers and Performance

It is the policy of the Society to purchase investments with a view to maximising income rather than to seek a growth in the value of the investments themselves. The trustees have powers to make investments as may be thought fit. Given the changes in the portfolio in the year, the trustees are satisfied with the performance of the investments.

Reserves Policy

The Reserves Policy is to provide at least £250,000 in cash to cover seasonal variations in the cashflow as income is dependent on subscriptions, which are paid at the beginning of the year, and examination income which generally follows the academic year. Secondly, to provide at least £250,000 in investments to cover unexpected requirements such as stock for the shop, specialised stationery for examinations and examiners use, equipment required at headquarters and further studio space in the future.

The charity's free reserves (unrestricted funds not designated or tied in fixed assets) amounted to £222,660 (2009 £636,271).

Plans for Future Periods

The charity plans to continue improving and developing its services for its members and others. Having completed the governance and financial review a new strategic plan will identify areas for improvement and opportunities for the Society to explore. These include the development of a training arm and improvements in the examination processes and procedures on a global basis.

Statement of Trustees' Responsibilities

The trustees (who are also directors of the Imperial Society of Teachers of Dancing for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting standards 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 business.

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.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

A resolution will be proposed at the Annual General Meeting that haysmacintyre be re-appointed as auditors to the charity for the ensuing year.

By order of the Administrative Council on 9th June 2011.

Peter Kyle
Chairman of the Society

Independent Auditors' Report to the Members of the Imperial Society of Teachers of Dancing

We have audited the financial statements of the Imperial Society of Teachers of Dancing for the year ended 31st December 2010 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company'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 charitable company's members those matters we are required to state to them in an Auditors' 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

Respective Responsibilities of Trustees and Auditors

As explained more fully in the Trustees' Responsibilities Statement set out in the Report of the Administrative Council, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

Opinion on Financial Statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st December 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on Other Matter Prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Administrative Council for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on Which we are Required to Report by Exception

We have nothing to report in respect of the following matters where 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.

Tracey Young
Senior Statutory Auditor
for and on behalf of haysmacintyre
Statutory Auditor

June 2011

Fairfax House
15 Fulwood Place
London WC1V 6AY



Statement of Financial Activities

For the year ended 31st December 2010

Income and Expenditure	Notes	General Funds 2010 £	Designated Funds 2010 £	Total 2010 £	Total 2009 £
Incoming Resources					
<i>Incoming Resources from Generated Funds:</i>					
Investment Income	2	19,760	-	19,760	15,046
Activities for Generating Funds	3	39,011	-	39,011	62,044
<i>Incoming Resources from Charitable Activities: (Examinations, Courses, Subscriptions, Congresses)</i>	4	5,552,690	-	5,552,690	5,634,652
Total Incoming Resources		5,611,461	-	5,611,461	5,711,742
Resources Expended					
Charitable Activities		(5,962,001)	(59,541)	(6,021,542)	(5,482,395)
Governance Costs		(51,289)	-	(51,289)	(61,300)
Total Resources Expended	8	(6,013,290)	(59,541)	(6,072,831)	(5,543,695)
Net (Outgoing)/Incoming Resources Before Transfers		(401,829)	(59,541)	(461,370)	168,047
Currency Exchange (Loss)		(45,356)	-	(45,356)	(67,597)
Gain on Investments	14	80,290	-	80,290	55,427
		(366,895)	(59,541)	(426,436)	155,877
Gain on Revaluation of Property	9	197,830	-	197,830	-
Net Movement in Funds		(169,065)	(59,541)	(228,606)	155,877
Total Funds Brought Forward		5,392,355	77,003	5,469,358	5,313,481
Total Funds Carried Forward		5,223,290	17,462	5,240,752	5,469,358

All activities are continuing.

There are no other losses or gains apart from those included in the statement above.

The accompanying notes form a part of these financial statements.

Balance Sheet

For the year ended 31st December 2010

	Notes	2010 £	2010 £	2009 £	2009 £
Fixed Assets					
Tangible Fixed Assets	9		4,621,465		4,403,326
Investments	14		379,165		352,757
Total Fixed Assets			5,000,630		4,756,083
Current Assets					
Stock	10	251,985		250,741	
Debtors	11	234,956		161,822	
Cash at bank and In Hand		676,034		1,218,474	
Total Current Assets		1,162,975		1,631,037	
Creditors					
Amounts Falling Due Within One Year	12	(922,853)		(917,762)	
Total Creditors		(922,853)		(917,762)	
Net Current Assets			240,122		713,275
Total Assets Less Current Liabilities			5,240,752		5,469,358
Represented by					
Unrestricted Funds					
Designated Funds:					
ISTD Faculty Development Fund	13		12,959		41,034
International Development Fund	13		4,503		35,969
General Funds:					
Revaluation Reserve	13		1,221,472		1,031,104
Reserve Fund	13		4,001,818		4,361,251
			5,240,752		5,469,358

These Financial Statements were approved and authorised for issue by the Trustees on 9 June 2011 and were signed on its behalf by:

Peter Kyle (Chairman of the Society)

Gary Morley (Chairman of the Finance and Audit Committee)

Cash Flow Statement

For the year ended 31st December 2010

Reconciliation of changes in resources to net cash inflow from operating activities

	Notes	2010 £	2010 £	2009 £	2009 £
Net (Outgoing)/Incoming Resources Before Revaluations			(461,370)		168,047
Currency Exchange (Losses)			(45,356)		(67,597)
Dividends Received			(14,916)		(11,697)
Bank Interest Received			(4,844)		(3,349)
Bank Charges and Interest			27,374		21,761
Depreciation Charges			182,919		181,658
(Increase)/Decrease in Stock			(1,244)		21,024
(Increase)/Decrease in Debtors			(73,134)		64,959
Increase in Creditors			5,091		41,787
Net Cash (Outflow)/Inflow From Operating Activities			(385,480)		416,593

Cash Flow Statement

Net Cash Inflow From Operating Activities		(385,480)		416,593
Returns on Investments and Servicing of Finance:				
Dividends Received	14,916		11,697	
Interest Received	4,844		3,349	
Interest and Charges Paid	(27,374)		(21,761)	
		(7,614)		(6,715)

Capital Expenditure and Financial Investment:

Payments to Acquire Fixed Assets	(203,228)		(173,580)	
Payments to Acquire Fixed Assets Investments	(198,490)		(98,499)	
Receipts From Sale of Fixed Assets Investments	252,372	(149,346)		(272,079)
(Decrease)/Increase in Cash		(542,440)		137,799

Reconciliation of Net Cash Flow to Movement of Net Funds

(Decrease)/Increase in Cash in the Period		(542,440)		137,799
Net Funds at 1/1/2010		1,218,474		1,080,675
Net Funds at 31/12/2010		676,034		1,218,474



Notes Forming Part of the Financial Statements

For the year ended 31st December 2010

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Society's Financial Statements.

Basis of Preparation

The Financial Statements have been prepared in accordance with the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' published in March 2005 and applicable accounting standards as modified by the revaluation of certain fixed assets and under the historical cost accounting rules.

Fixed Assets and Depreciation

Depreciation is provided on all fixed tangible assets, to write off the cost or valuation less the estimated residual value in equal instalments over their estimated useful economic lives, as follows:

Buildings: 2% on Valuation/Cost (excluding land)

Furniture and Equipment: 10% on cost

Computers and IT: 20% on cost.

The charity adopts a policy of revaluation on its properties with external valuations carried out every five years.

Foreign Currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the Balance Sheet date.

Investments

Investments are included at market value at the year end. Gains or losses on disposal or revaluation of investments are charged or credited to the SOFA.

Stocks

Stocks are stated at the lower cost and net realisable value.

Incoming Resources

Turnover represents the amounts (excluding value added tax) derived from examinations in the UK and overseas, subscriptions, courses, sales from the Society shop, advertising revenue, and congresses.

Income is accounted for when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Pension Costs

The Society operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Society in an independently administered

fund. The amount charged to the Income and Expenditure Account represents the contributions payable for the period.

Funds Accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular projects. Details of designated funds are provided in Note 13.

Resources Expended

All expenditure is accounted for on an accruals basis and includes irrecoverable VAT. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Charitable Activities relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are those costs incurred in meeting with the charity's constitutional and statutory requirements including strategic management.

Taxation

The Society is a registered charity and as such is not liable for Corporation Tax.

2. Income from Fixed Asset Investments

	2010 £	2009 £
Income from listed investments	14,916	11,697
Bank Interest Received	4,844	3,349
	19,760	15,046

3. Activities for Generating Funds

	2010 £	2009 £
Fundraising Income	10,860	15,606
Studio Hire	20,044	42,845
Other Operating Income	8,107	3,593
	39,011	62,044

4. Income in Furtherance of Charity Objects

	2010 £	2009 £
Examination Income	4,476,930	4,565,183
Subscriptions	571,716	558,186
Courses / Education	167,225	156,744
Shop Sales (Syllabus Material)	267,158	268,575
Magazine & Advertising	47,211	38,008
Other general income	22,450	47,956
	5,552,690	5,634,652

5. Net Incoming Resources

	2010 £	2009 £
The Net Incoming Resources are Stated after Charging:		
Auditors' remuneration: for Audit Services	8,050	8,125
: for non-Audit Services	3,640	1,350
	11,690	9,475

6. Remuneration & Expenses Paid to Trustees

	2010 £	2009 £
The following were paid remuneration during the year for:		
P Kyle	22,719	-
R Grover	13,847	14,400
Y Taylor-Hill	3,707	3,590
K Ball	1,534	744
E Swan	3,464	1,682
G Owen-James	-	4,544
PM Hurlings	16,925	17,764
R Hunt	2,741	2,705

The remuneration paid to trustees is in accordance with the Memorandum and Articles of Association which allows a minority of trustees to provide professional dance services to the charity for a remuneration. The remunerated trustees are not involved in the decision of settling their remuneration. During 2010 12 trustees (2009: 12 trustees) claimed expenses totalling £9,046 (2009: £12,338). These were primarily travel expenses with a small amount for printing, stationery and photocopying on behalf of the Society.

7. Staff Costs

	2010	2009
The Average Number of Employees of the Society during the year was:		
	No.	No.
	54	48
The Payroll Costs of These Employees Were as Follows:		
	£	£
Wages & Salaries	1,433,582	1,130,014
Temporary staff	173,200	222,502
Social Security costs	144,356	110,635
Other pension costs	46,833	45,845
	1,797,971	1,508,996

One employee had emoluments exceeding £60,000 (2009: Nil)

8. Total resources expended

	Wages and salaries £	Other costs £	2010 Total £	2009 Total £
Charitable Activities:				
Examinations	1,206,167	3,468,454	4,674,621	4,229,902
Subscriptions	54,646	81,770	136,416	120,900
Courses	286,653	221,119	507,772	489,681
Shop	98,994	175,169	274,163	264,411
Magazine	139,620	148,074	287,694	243,321
Events	2,973	137,903	140,876	134,180
Governance	8,918	42,371	51,289	61,300
Total	1,797,971	4,274,860	6,072,831	5,543,694

Direct and Support costs

	Direct costs £	Allocated costs £	2010 Total £	2009 Total £
Examinations	3,352,591	1,322,030	4,674,621	4,229,902
Subscriptions	47,689	88,727	136,416	120,900
Courses	330,318	177,454	507,772	489,681
Shop	167,691	106,472	274,163	264,411
Magazine	243,331	44,363	287,694	243,321
Events	132,003	8,873	140,876	134,180
Governance	24,671	26,618	51,289	61,300
	4,298,294	1,774,537	6,072,831	5,543,694

Support costs Allocation

	Premises £	Finance and IT £	Management and Admin £	2010 Total £
Examinations	339,318	404,785	577,926	1,322,029
Subscriptions	22,773	27,167	38,787	88,727
Courses	45,546	54,334	77,574	177,454
Shop	27,328	32,600	46,544	106,472
Magazine	11,387	13,583	19,394	44,364
Events	2,277	2,717	3,879	8,873
Governance	6,832	8,150	11,636	26,618
	455,461	543,336	775,740	1,774,537

Support costs are allocated on the basis of estimated usage by each activity.

9. Tangible Fixed Assets

	Freehold Property	Furniture & Equipment	Computers & IT	Total 2010
Cost/Valuation				
At 1st January 2010	4,618,561	484,740	721,888	5,825,189
Additions	-	3,037	200,191	203,228
Revaluation	(338,561)	-	-	(338,561)
At the End of the Year	4,280,000	487,777	922,079	5,689,856
Depreciation				
At 1st January 2010	536,391	378,700	506,772	1,421,863
Charge for Year	37,450	17,853	127,616	182,919
Revaluation	(536,391)	-	-	(536,391)
At the End of the Year	37,450	396,553	634,388	1,068,391
Net Book Value				
At 31st December 2010	4,242,550	91,224	287,691	4,621,465
At 31st December 2009	4,082,170	106,040	215,116	4,403,326

The net book value at 31st December represents assets used for direct charitable purposes. The property owned at 31st December 2010 was revalued in May 2010 by Pater Goodman Merriman, Property Consultants and Valuation Surveyors, who estimated the market value of that property to be £4,280,000. Subsequent additions are stated at cost. The historic cost of premises at 31st December 2010 was £3,427,189.



10. Stock

	2010 £	2009 £
Finished goods, medals and stationery	251,985	250,741

11. Debtors

	2010 £	2009 £
Trade debtors	148,047	71,947
Other debtors	27,876	15,886
Prepayments and accrued income	59,033	73,989
	234,956	161,822

12. Creditors

Amounts Falling Due Within One Year	2010 £	2009 £
Trade creditors	217,543	155,571
Taxation & Social security	44,900	108,017
Accruals and deferred income	660,410	654,174
	922,853	917,762

13. Reconciliation and analysis of movements on funds for the year

	Balance B/F	Yearly Surplus /(Deficit)	Revaluation and Transfer	Balance C/F
	£	£	£	£
General Funds				
Revaluation reserve (Unrealised)	1,031,104	-	190,368	1,221,472
Reserve Fund	4,361,251	(366,895)	7,462	4,001,818
	5,392,355	(366,895)	197,830	5,223,290
Designated Funds				
ISTD Faculty Development Fund	41,034	(28,075)	-	12,959
ISTD International Development Fund	35,969	(31,466)	-	4,503
	77,003	(59,541)	-	17,462
	5,469,358	(426,436)	197,830	5,240,752

The Faculty Development Fund was established to encourage faculties to promote their syllabi and also to promote their work through competitions. The International Development Fund was set up to encourage new areas to hold examinations and to assist with the training of examiners who cover international work. The Revaluation Reserve represents the surplus on the revaluation of the freehold premises. The transfer between the revaluation reserve and the reserve fund is the difference between the depreciation on a historic cost basis and the depreciation charge on the revalued amount.

14. Fixed asset Investments

	2010	2009 £
At 1st January 2010	352,757	£198,831
Additions	198,490	£98,499
Disposals	(252,372)	-
Unrealised Gain/(Loss)	41,966	55,427
Gain/Loss on Disposal	38,324	-
Valuation at 31st December 2010	£379,165	£352,757
Historical cost at 31st December 2010	£326,764	£318,463

Schedule of Fund Investments at Market Value

The investments which individually amount to over 5% of the market value are as follows:

Ordinary and Preference Shares (All registered in England and Wales)	2010	2009
40,000 ING Global Real Estate Securities	9.05%	10.68%
2,300 Keystone Investment Trust Ordinary shares	7.05%	7.02%
4,000 Murray International Trust Ordinary shares	9.93%	10.96%
30,000 Midas Income and Growth Trust Ordinary shares	9.28%	9.12%
25,300 HSBC Infrastructure Co Ordinary shares	7.82%	6.89%
25,000 Aberdeen Asian Income Fund Ordinary shares	9.20%	9.67%
9,500 Standard Life Equity Income Trust Ordinary shares	7.73%	9.47%
12,500 London & St Lawrence Investment Ordinary shares	8.72%	8.36%

All investments are quoted on a recognised UK Stock Exchange

15. Trustees and Related Parties

A Trustee works for Charles Stanley, the company that advises on the Society's investments. The amount paid to Charles Stanley & Co in the year was £nil (2009: £230). All other related party transactions are disclosed in Note 6.

16. Analysis of Net Assets Between Funds

	General Funds £	Designated Funds £	2010	2009 Total £
Fund Balances at 31st December 2010 are Represented by:				
Tangible fixed assets	4,621,465	-	4,621,465	4,403,326
Investments	379,165	-	379,165	352,757
Current assets	1,145,513	17,462	1,162,975	1,631,037
Current liabilities	(922,853)	-	(922,853)	(917,762)
	5,223,290	17,462	5,240,752	5,469,358

17. Connecting Charities

The ISTD Benevolent Fund is a charity set up to assist members and ex-members of the ISTD who have encountered financial difficulties through ill health or old age.

18. Capital Commitments

	2010	2009 £
Authorised But Not Contracted For	Nil	Nil

19. Pension Costs

The pension charge for the year to 31st December 2010 was £46,833 (2009: £45,845). As at 31st December 2010 there were no prepaid or accrued pension contributions (2009: nil).



The ISTD Dance Examinations Board is a company limited by guarantee

Financial statements and Report of Council for the year ended 31st December 2010

© ISTD Dance Examinations Board 2011

Charity Number 250397

No part of this publication may be reproduced in any form, either wholly or in part, without written permission of the copyright owner

The information contained within this report was deemed correct at the time of printing (August 2011)

If you require any additional copies of this report please contact Jenny French, the Financial Controller:

Telephone: +44 (0)20 7377 1577

Fax: +44 (0)20 7655 8869

Email: jfrench@istd.org

ISTD Dance Examinations Board, 22/26 Paul Street,
London EC2A 4QE | www.istd.org



ISTD Dance Examinations Board

22/26 Paul Street | London | EC2A 4QE

Telephone: +44 (0)20 7377 1577 | **Email:** jfrench@istd.org | **Website:** www.istd.org

Design: Bhairvi Gudka