



ISTD



ANNUAL REPORT 2017

FINANCIAL STATEMENTS AND REPORTS OF COUNCIL
FOR THE YEAR ENDED 31ST DECEMBER 2017

ANNUAL REPORT 2017

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AGM Report for Council by Sue Passmore, ISTD Chair

There is no doubt that 2017 proved to be an eventful year for the ISTD. The balance sheet as at 31st December 2017 reflected a sound position which should enable the Society to invest in new pathways to improve services to our members and the development of new initiatives in line with the ISTD's charitable aims.

Following an eventful 2017/18 I am pleased to report that the balance sheet as at 31st December 2017 reflects a sound position for the ISTD, which will enable us to invest in and improve our services to members and development of new initiatives in line with our fundamental goals.

I continue to attend as many ISTD events as possible in order to ascertain how we can, as a respected and committed Society, serve the future needs and aspirations of our teachers in the UK and worldwide. The dedication, commitment and talent of our teachers and examiners is second to none, and our quality assurance is respected throughout the dance sector.

I am also persuaded that in a world that demands more and more accountability the role we play is even more significant in the safeguarding and wellbeing of our future generations and in recruiting and nurturing innovative, enthusiastic teachers. We must grasp change with confidence and determination and build on the potential for dance in all its forms as a crucial benefit to everyone regardless of age or culture.

The current global climate and political uncertainty has focused our attention on income and expenditure and increasing our membership in the UK and internationally. We can have confidence in every aspect of our work and a new vision for the ISTD.

Personally and on behalf of the Board of Trustees I thank the senior management team and all the staff at headquarters for their continued commitment to the ISTD. They bring a diverse range of professional skills to our membership organisation.

Throughout 2017 the ISTD Strategic Plan focused on five points, one of which was on re-location. This was the project undertaken by the CEO and in the last year numerous sites were viewed but did not fit our criteria, so this process is ongoing. ISTD2 was sold to finance a potential re-location.

In 2015, as Head of Education & Training, Ginny Brown established a strong team and following her appointment as Artistic Director in March 2017 she continued to embrace new initiatives. Her vision for the future reached out to all areas of the ISTD and members have responded with renewed enthusiasm for delivering all aspects ISTD teaching and examining. In March 2018 Hassan Khan resigned and Ginny was invited to take on the interim role of CEO, which she accepted. Shortly afterwards an interim Director of Finance and Operations was also appointed as part of a new

executive management structure, and a full time HR Manager is now in post.

The Board of Trustees has identified essential growth and I have confidence that with a progressive executive management team we will secure the future of the ISTD into the 21st century. Communication is the lifeblood of any membership organisation and the ISTD is in touch with reality, ready to embrace new initiatives, and to maintain quality assurance and address realistic business planning.

In 2017 I met Ross McKim, Lady Sainsbury and Suzanne Gielgud and the long awaited process for creating a Contemporary dance syllabus for the ISTD was born. To share his initial ideas the pupils from Gielgud Academy attended the second teacher training Springboard 2017 event. Ross McKim gave a wonderful lecture demonstration of his work in progress, with additional solo performances from Dane Hurst and Sian Phillips. This new concept received unanimous support and has been processed by Ginny Brown and will be launched in early 2019.

The Springboard events for student teachers were first introduced in 2015 with a remit to introduce and inspire creative teaching methodology and inclusivity to students currently undertaking ISTD qualifications. Contributors have included Stoppag Dance, Mark Smith and Kevin Jool from DMD (Deaf Men Dancing) Clare Guss West, lecturing on 'Wellbeing', Kate Flatt introducing 'A creative Mash Up', with Dane Hurst and Sarah Milne sharing her newly published 'Kitty Kats' books for Primary school children from two years of age. Suzanne Hammond and Samantha Vale demonstrated on behalf of DFR.

It is with gratitude and affection that we reflect on the life of Robert Harrold who passed away on 8th March 2017. His immense contribution to the ISTD as an examiner and teacher whose wisdom in developing the work of the Society and loyalty to all his colleagues will always be remembered and respected.

Dame Beryl Grey, our life President celebrated her 90th Birthday during 2017 with many special occasions taking place in the dance world to commemorate her outstanding career. The ISTD was delighted to share her lifetime achievements at the Graduation Ceremony 2018. The Guest speakers talked warmly about her from different perspectives but her own eloquent account from when she started to dance with Gillian Lynne under the guidance of her first teacher Madeleine Sharp was without doubt inspirational for everyone present and for our graduating teachers.



Artistic Director and CEO Report

Since taking up the post of Artistic Director my main focus has been to draw together the artistic, educational and business management of the Society to ensure that the organisation advances as a cohesive whole. The ISTD's rich and diverse range of dance genres and dedication to dance pedagogy is unique. With the co-ordinated hard work and dedication of the Examiners, Faculties, Staff and Trustees we continue to provide dance teachers and their students with exceptional opportunities to learn and progress in dance. Key focal areas for 2017 onwards are promoting inclusion and diversity; nurturing and celebrating talent and supporting teacher development. These are being delivered through the Society's 2016-2020 strategic plan, under five key aims:

1. To provide creative and forward thinking dance examinations and teaching qualifications that will ensure the ISTD's reputation as a leader in its field

Over 140,000 examinations were conducted world-wide during 2017 and 381 candidates achieved a full ISTD teaching qualification.

New Advanced One and Two Analysis examinations were introduced to support teachers wishing to progress onto our higher teaching qualifications, by providing an alternative to the equivalent performance exams. To further aid access to ISTD syllabi, a disability dance research project was also instigated in partnership with the University of Bedfordshire. During 2018 this will explore how dance teaching can be adapted to suit the needs of different learners, with the aim of making our syllabi and examination processes more inclusive.

The revised Level 6 Diploma in Dance Pedagogy (DDP) has been well received with 16 students enrolled directly with ISTD. In a departure from the rest of our teaching qualifications, DDP focuses on utilising the wealth of ISTD expertise to develop and teach non-syllabus work in a wide range of contexts. We were particularly pleased to welcome on board Swindon Dance and the Centre PAC which became our first Approved Dance Centres for DDP. During 2017 we also instigated a review of the Level 3 Diploma in Dance Instruction and Level 4 Diploma in Dance Education. These have been re-designed into one streamlined qualification with clear progression routes onto our higher level qualifications. To celebrate the achievements of our teachers the Society was delighted to host its first Teaching Qualification Graduation Ceremony, which took place at Milton Court Theatre, London.

The ISTD has an on-going programme of syllabus revision and this year a new Intermediate Tap syllabus was launched to high acclaim. The Society has also commissioned a major new Contemporary Dance syllabus which is being created by Dr. Ross McKim, former Director of Rambert School. It is hoped that this long awaited development will not only extend the offer to current ISTD teachers but also provide opportunities for new teachers and students to engage with the Society.

2. To maintain and develop the ISTD membership and examiners through effective support networks, congresses and continuing professional development opportunities

Over 1200 teachers attended Continuing Professional Development activities during 2017.

In recognition of the need to provide greater support to our International Members, there has been a focus on increasing the number of courses and events internationally during 2017. This included 10 courses in 8 countries (compared to 6 courses in 5 countries in 2016), an International Summer School in Italy and a performance Awards event in Malaysia.

2017 also saw the launch of the ISTD's Professional Standards for dance teachers. ISTD teachers can now demonstrate their commitment to best practice via four internationally recognisable badges which illustrate that they have:

- o Insurance
- o Health & Safety policy
- o Child Protection policy and
- o That they regularly update their knowledge and skills (CPD)

We were also pleased to re-establish the popular teachers' residential summer school which took place at Guildford School of Acting, Surrey University.

Artistic Director and CEO Report

3. To ensure that the artistic and business objectives are met through clear, sound financial management and business planning as well as first class support services

The Society achieved a surplus of £869,632 during 2017 and created a bursary fund of £100,000 to support its charitable purpose.

Some of the ISTD's reserves were invested into new initiatives to meet the strategic plan objectives. Included in new developments is a re-branding process that will ensure the Society moves forward with a fresh, clear and contemporary visual identity that reflects our aspirations for the future. This process will culminate in the launch of a new website in 2019.

Additionally the Trustees allocated reserves to form a bursary fund to support the development of talented young dancers and teachers. These funds are being distributed from 2018 onwards.

4. To provide high quality staffing, innovative ways of working and state of the art resources

2017 saw 350,000 website visits (46% of which were new visitors) and a 1.3 million social media reach

As an international Society we aim to utilise technology to support our members and broaden our reach. Towards this end, 2017 saw the launch of new searchable website - dance-teachers.org - on which all fully qualified ISTD members can create a profile and advertise their services. To date 570 members have signed up.

The new Diploma in Dance Pedagogy also now includes on-line access to some units, with the result that international members have participated in the course for the first time. Based on this early success, we are now developing a bespoke on-line learner management system to support the new Diploma in Dance Education.

Our new computerised examination system was also completed during 2017 and is currently being rolled out to our teachers throughout the world. We anticipate that this will substantially improve the efficiency of both exam organisation and certification.

5. To expand the ISTD's influence and status as a high quality, multi-genre dance examination board world-wide

The above activities support the growth and reach of the ISTD. Additionally partnerships with the UK Centres of Advanced Training, Middlesex University and Safe in Dance International, amongst others, have served to expand the Society's influence beyond our current membership. Further investment in international support structures and on-line learning initiatives are priorities for 2018-19 in order to strengthen our global presence.

2017 has been another busy and productive year for the ISTD, none of which could have been achieved without the full support of the Faculties, Staff, Trustees and most importantly our membership. Sincere thanks to each and every person who engages with the ISTD to contribute to the delivery of high quality dance education for all.

Ginny Brown, Artistic Director and Interim CEO

2017 In Review



February

The ISTD hosted the first ever Graduation Ceremony, celebrating the achievements of all dance teachers who gained a full teaching qualification during 2016
2nd February, The Barbican, London

March

Imperial Classical Ballet Awards
"There were a record number of entrants this year and the audience was treated to a visual feast"
4th and 5th March, Hawth Theatre, Crawley

April

The Tap Challenge celebrated the 40th anniversary of the original form of the competition
9th April, Hawth Theatre, Crawley

Dance Magic
9th April, Spirella Ballroom, Letchworth Garden City

Springboard
"The programme celebrated quality and offered new thought processes"
Sue Passmore ISTD Chair
30th April, The Old Finsbury Town Hall

Cecchetti Day
23rd April, The Royal Ballet School, Covent Garden, London

New look Diploma in Dance Pedagogy is launched

June

Janet Cram Awards Finals
18th June, The Greenwood Theatre, London

The ISTD re-launched a new version of its global directory of ISTD teachers DANCE-TEACHERS.ORG



July - August

The Imperial Classical Ballet Faculty launched the new Training of Ballet Technique Course

International Summer School
16th - 23rd July 2017 Sportilia, Forli, Italy

Dancesport Congress
"What an excellent weekend of superb quality lectures"
22nd and 23rd July Worthing Assembly Hall, Worthing

3 Cecchetti Summer Schools, for Young Dancers, Students and Teachers were held between the 22nd - 29th July

The ISTD Teachers' Residential Summer School returned for the first time since 2012
31st July - 11th August 2017 Guildford School of Acting, Guildford

September

DFR Dance Exchange
17th September The Elgiva Theatre, Chesham

Advanced Analysis examinations were launched, providing an alternative entry route to the ISTD's higher teaching qualifications.

October

DFR National Grand Finals Day
8th October, Guildford Spectrum, Guildford

November

Blackpool Grand Finals
4th and 5th November The Winter Gardens, Blackpool

Dance Proms
The ISTD and RAD co-hosted the final Dance Proms at the Royal Albert Hall, featuring over 300 dancers from around the globe
5th November, Royal Albert Hall, London

Ruby Ginner Awards
12th November, The Venue MK, Milton Keynes

The Malaysian Awards 2017
18th and 19th November
Fonteyn Theatre Petaling Jaya



IMPERIAL SOCIETY OF TEACHERS OF DANCING (THE) YEAR ENDED 31 ST DECEMBER 2017

ANNUAL REPORT

The Administrative Council are pleased to present their annual report together with the financial statements of the charity for the year ending 31st December 2017 which are also prepared to meet the requirements for a directors report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the

Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015).

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

Mrs Susan Passmore (Chairman of the Society) 1 2	Miss Chitra Sundaram 1
Mr Simon Adkins 2	Miss Elisabeth Swan 1 2
Mrs Kay Ball 2	Ms Julie Tomkins 2
Mr Adam Cooper (Resigned 29th May 2018)	
Mrs Julie Earnshaw (Appointed 7th September 2017, resigned 9th July 2018) 1	
Mr Christopher Hawkins	
Mr Jeremy Kean (Appointed 7th September 2017) 1	
Ms Karen King	
Mrs Annabelle Mannix	
Mr Keith-Derrick Randolph	
Ms Erin Sanchez	
Miss Vivienne Saxton	
Mr Sho Shibata	

(**1** Also member of the Finance and Audit Committee) (**2** Also member of the Nomination and Remuneration Committee)

Key Management Personnel

Senior Management Team

Mr Hassan Khan MSC FCCA (Resigned 6th April 2018) Chief Executive	Mr James Scanlan Head of Marketing & Communications Department
Mrs Ginny Brown (Appointed as Acting Chief Executive 6th April 2018) Artistic Director	Mrs Cynthia Pease Head of Customer Services & Quality Assurance Department
Mrs Maureen Cole-Burns (Appointed 16th April 2018) Interim Director of Finance and Operations	Mrs Elizabeth Wills (Retired 1st June 2018) Head of UK Examinations Department
Mr Robert Fox (Resigned 2nd May 2018) Head of International Examinations Department	Ms Melanie Curtis (Appointed 1st June 2018) Head of UK Examinations Department
Mr Janne Karkkainen (Appointed 6th June 2018) Head of International Examinations Department	Mrs Louise Molton (Appointed 2nd August 2017) Head of Education and Training Department

Auditors

Prentis & Co LLP, 115c Milton Road, Cambridge, CB4 1XE

Bankers

National Westminster Bank, Moorgate Branch, PO Box 712, Moorgate, London, EC2M 6UR

Solicitors

Charles Russell and Speechlys, 5 Fleet Place, London EC4M 7RD

Investment Managers

Charles Stanley & Co. Limited, 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 2015, 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 after which they must be re-elected at the next Annual General Meeting.

The Executive membership of the Administrative Council consists of the independent members and representatives of Theatre Dance and Dancesport Faculties ensuring that independent members are not in a minority. 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 Administrative Council has responsibility for the financial and legal administration of the ISTD, primarily through its sub-committees, the Finance, General Purposes and Audit Committee, and the Nomination and Remuneration Committee.

The Executive members of the Administrative Council are appointed for a three-year term at the Annual General Meeting of the Society.

Trustee Induction and Training

Most trustees are familiar with the practical work of the charity having been either Chairperson of the Faculties or having had prior involvement of work in the dance, arts and education industries. Additionally, new trustees are invited and encouraged to attend Congresses 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 & Articles and Rules & Standing Orders
- Resourcing and the current financial position as set out in the latest published accounts
- Training - Most Trustees have also attended external training courses for Trustees

Risk Management

Regular financial review is undertaken by the Administrative Council to minimise internal control risk through updating of procedures on segregation

of duties and updating procedures guides. The procedures guides that are set up under the Business Continuity Plan, designed to maintain the business in the event of a significant disaster, and each department's procedure guide for its day-to-day activities are reviewed and updated regularly ensuring that they continue to meet the needs of the charity.

The review also looks at key risks around the Society's ability to deliver its strategy, reviews current controls and identifies a number of areas where controls can be strengthened. 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 consists of members from a variety of professional backgrounds relevant to the work of the charity.

A scheme of delegation is in place and the day-to-day responsibility for the provision of the services rests with the Chief Executive and the Artistic Director, working closely with the Senior Management Team, ensuring that the charity delivers the services and strategies specified and that key performance indicators are met. Senior Management have responsibility for the day-to-day operational management of ISTD Headquarters, individual supervision of the staff and also ensuring that the team continues to develop its skills and working practices in line with good practice.

The Finance and Audit Committee, on behalf of the Administrative Council, oversees the preparation of the budget, monitors the financial performance of the Society, and ensures that proper audited accounts are produced showing a true and fair view of the financial position.

The Nomination and Remuneration Committee is responsible for reviewing the size, structure and composition of the Administrative Council and its committees and to advise on an overall framework and broad policy for remuneration of ISTD staff.

Key Management and Pay Policy for Senior Staff

The Trustees consider the board of trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. Remuneration is paid to some of the trustees, in accordance with the Memorandum and Articles of Association, for professional dance and other services provided to the charity. Details of trustee remuneration and expenses are disclosed in note 6 to the accounts.

The pay of senior staff is reviewed annually and normally increased in accordance with average earnings.

Related Parties

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

Public Benefit

The Trustees confirm that they complied with the duty in Section 4 of the Charities Act 2011 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.

The Society has set up a Bursary Fund to assist learners financially and those gifted and talented students to further their careers.

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 broadly 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 provide examinations for the Society's specialist techniques taught by approximately 7,000 members throughout the world.
- To provide through its syllabi techniques upon which to train dancers for the profession.

Major Activities

- The ISTD offers 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 11 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 dispatching certificates and awards.
- The constant monitoring of all examination processes to ensure standards of examinations 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 standards of teaching through provision of appropriate courses and training opportunities. Furthermore, the Society provides a range of events and activities to ensure that members of the Society are kept up-to-date with developments in dance education.

Achievements and Performance

- The Society ensures that it continues to meet the requirements of the relevant regulatory bodies and that its regulated qualifications meet those of the relevant frameworks.
- The Society is working closely with the wider dance sector and forging good working relationships with key organisations in the dance education field. Special events such as Dance Proms have brought the ISTD and RAD together for the fifth year running.

Financial Review

Financial Performance

The financial result for the year was a surplus of £869,632 (2016: £702,507) generated from the activities of the Society.

Investment Policy, Powers and Performance

It is the policy of the Society to purchase investments with a view to maximising return 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. The trustees are satisfied with the performance of the investments.

Reserves Policy and Going Concern

The Reserves Policy is to provide at least £500,000 in cash to cover seasonal variations in the cashflow as income is dependent on subscriptions, which are in the main paid at the beginning of the year and examination income, which generally follows the academic year. Secondly, to provide at least £500,000 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 Society is planning the acquisition of new premises which will utilise some of the accumulated cash reserves. The trustees therefore feel it is prudent to retain a level of free reserves significantly greater than that of the policy.

The charity's free reserves (unrestricted funds not designated or tied in fixed assets) amounted to £10,883,335 (2016: £4,017,039). The trustees consider that adequate resources continue to be available to fund activities of the charity for the foreseeable future. The trustees are of the view that the charity is a going concern.

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 Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

Statement as to Disclosure to our Auditors

In so far as the Council is aware at the time of approving our annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware; and
- the trustees, having made enquiries of fellow directors and the charitable company's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the Administrative Council on

Sue Passmore
ISTD Chair

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE IMPERIAL SOCIETY OF TEACHERS OF DANCING

Opinion

We have audited the financial statements of Imperial Society of Teachers of Dancing for the year ended 31st December 2017, which comprise Statement of Financial Activities, Balance Sheet, Cash Flow Statement 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 Standards 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31st December 2017 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of 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 Charity in accordance with 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 Charity'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 therein. 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 annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the annual 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 Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Annual 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the Trustees

As explained more fully in the trustees' responsibilities statement set out on page 10 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our 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 it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Use of our Report

This report is made solely to the Charity'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 Charity's members those matters, we are required to state to them in a 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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Nigel Prentis FCA, Senior Statutory Auditor
for and on behalf of Prentis & Co LLP, Chartered Accountants and Statutory Auditors

115c Milton Road
Cambridge
CB4 1XE

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST DECEMBER 2017

INCOME AND EXPENDITURE ACCOUNT

	Note	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Total Funds 2016 £
INCOME					
Income from charitable activities (Examinations, Courses, Subscriptions, Congress)	2	6,597,754	-	6,597,754	6,401,773
Investment income	3	46,982	-	46,982	44,758
Other income	4	238,889	28,392	267,281	281,313
Gain on sale of property held for charity's own use		395,676	-	395,676	-
Total income		7,279,301	28,392	7,307,693	6,727,844
EXPENDITURE					
Expenditure on charitable activities	5	6,581,749	28,392	6,610,141	6,211,128
Total expenditure		6,581,749	28,392	6,610,141	6,211,128
Net income before other recognised gains and losses		697,552	-	697,552	516,716
Currency exchange gains		55,439	-	55,439	105,808
Investment gains		116,641	-	116,641	79,983
		172,080	-	172,080	185,791
Net income and net movement in funds for the year		869,632	-	869,632	702,507
RECONCILIATION OF FUNDS					
Total Funds Brought Forward		19,776,710	-	19,776,710	19,074,203
Total Funds Carried Forward	15	20,646,342	-	20,646,342	19,776,710

The Statement of Financial Activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 14 to 19 form part of these financial statements.

BALANCE SHEET

As at 31st December 2017

	Note	£	2017 £	£	2016 £
FIXED ASSETS					
Tangible fixed assets	9		8,122,290		14,360,225
Investments	10		1,136,864		1,028,585
Total fixed assets			9,259,154		15,388,810
CURRENT ASSETS					
Stock	11	116,159		118,652	
Debtors	12	935,011		494,821	
Cash at bank and in hand		11,186,584		4,513,689	
Total current assets		12,237,754		5,127,162	
LIABILITIES					
Creditors: falling due within one year	13	850,566		739,262	
NET CURRENT ASSETS			11,387,188		4,387,900
NET ASSETS			20,646,342		19,776,710
THE FUNDS OF THE CHARITY					
Unrestricted income funds	15		20,646,342		19,776,710

These financial statements were approved and authorised by the Trustees and were signed on its behalf by

Sue Passmore
ISTD Chair

The notes on pages 14 to 19 form part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31ST DECEMBER 2017

	Note	2017 £	2016 £
Net cash provided by operating activities	22	229,888	408,379
Cash flows from investing activities			
Dividends received		41,051	33,030
Interest received		5,931	11,728
Purchase of tangible fixed assets		(29,763)	(28,274)
Purchase of investments		(396,260)	(737,668)
Proceeds from sale of investments		404,622	247,543
Net proceeds from sale of property		6,417,426	-
Cash provided by/(used in) investing activities		6,443,007	(473,641)
Change in cash and cash equivalents in the year		6,672,895	(65,262)
Cash and cash equivalents at the beginning of the year		4,513,689	4,578,951
Cash and cash equivalents at the end of the year		11,186,584	4,513,689

NOTES

(Forming part of the financial statements for the year ended 31st December 2017)

1. Accounting policies

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

a) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Imperial Society of Teachers of Dancing meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

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

b) Income

Income from charitable activities represents the amounts (excluding value added tax) generated in the UK and overseas derived from examinations, subscriptions, courses, sales from the Society's shop, advertising revenue, congresses and events. Other income includes other activities fundraising to generate income to undertake charitable activities. Income is accounted for when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Income to which the charity is legally entitled but which has not been received at the year end is included as income.

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

c) Interest receivable

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

d) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

e) Expenditure

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 the charity's constitutional and statutory requirements including strategic management.

f) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include premises costs, IT, administration and governance costs which support the activities. These costs have been allocated between cost of expenditure on charitable activities, on a historical use basis. The allocation can be seen in part b of note 5.

g) 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 year.

h) 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.

i) 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 (excluding land)
Furniture and Equipment	10% on cost
Computers and IT	20% on cost
Software Development	20% on cost

The charity adopts a policy of revaluation on its properties with external valuations carried out every 5 years.

j) 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 Statement of Financial Activities.

k) Stocks

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

l) Debtors

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

m) Creditors and provisions

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

n) Taxation

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

Income from charitable activities	2017	2016
	£	£
Examination income	5,241,593	5065,146
Education and Training	417,009	359,510
Marketing and Membership	586,937	599,911
Shop sales	254,851	247,507
Studio rental	91,655	123,300
International development	1,728	1,593
Customer Services	3,981	4,806
	6,597,754	6,401,773

3. Investment Income	2017	2016
	£	£
Income from listed investments	41,051	33,030
Bank interest received	5,931	11,728
	46,982	44,758

4. Other Income	2017	2016
	£	£
Faculty events	248,515	259,737
Fundraising income	9,541	10,726
Royalties received	8,958	10,850
Other operating income	267	-
	267,281	281,313

Faculty events income includes £28,392 of restricted income (2016: £21,969)

5. Expenditure

a) Charitable Activities

	Direct Costs 2017 £	Staff Costs 2017 £	Overheads 2017 £	Support Costs 2017 £	Total 2017 £	Total 2016 £
Examinations	2,283,334	749,226	44,647	351,552	3,428,759	3,279,649
Education and Training	211,494	291,620	51,431	103,391	657,936	556,654
Marketing and Membership	60,213	251,358	91,586	124,076	527,233	512,978
Shop	75,727	82,979	5,508	41,355	205,569	180,667
ISTD2	631	88,583	193,207	41,355	323,776	332,148
Customer Services	69,190	351,468	62,724	144,749	628,131	586,390
Faculties	274,247	128,968	353,750	-	756,965	694,073
International development	16,821	44,623	41	-	61,485	45,968
Governance	-	-	-	20,287	20,287	22,601
	2,991,657	1,988,825	802,894	826,765	6,610,141	6,211,128

Faculty expenditure includes £28,392 of expenditure from restricted funds (2016: £21,969)

b) Support Costs Allocation

	Premises 2017 £	IT 2017 £	Finance 2017 £	Admin 2017 £	Total 2017 £	Total 2016 £
Examinations	101,766	34,580	9,838	205,368	351,552	342,639
Education and Training	29,929	10,170	2,894	60,398	103,391	100,769
Marketing and Membership	35,917	12,205	3,472	72,482	124,076	120,930
Shop	11,971	4,068	1,157	24,159	41,355	40,307
ISTD2	11,971	4,068	1,157	24,159	41,355	40,307
Customer Services	41,902	14,238	4,051	84,558	144,749	141,077
Governance	-	-	-	20,287	20,287	22,601
	233,456	79,329	21,047	491,411	826,765	808,630

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

c) Governance	2017	2016
	£	£
Audit fee	6,500	6,670
Trustees expenses	13,787	15,931
	20,287	22,601

6. Remuneration & Expenses paid to Trustees

The following were paid remuneration during the year for:-

	Chairmanship Fees 2017 £	Examining Fees 2017 £	Trustee Expenses 2017 £	Other Fees and Expenses 2017 £	Total 2017 £	Total 2016 £
S Passmore	23,400	-	-	10,024	33,424	38,353
S Adkins	-	-	251	927	1,178	5,659
K Ball	13,086	3,021	172	3,517	19,796	17,887
J Earnshaw	-	4,839	616	95	5,549	-
C Hawkins	2,295	-	45	248	2,588	210
J Kean	-	-	201	73	274	-
K King	-	-	42	636	678	443
V Kemp	-	-	-	-	-	2,212
G Morley	-	-	-	-	-	73
G Owen	-	-	-	-	-	28,913
E Sanchez	-	-	-	-	-	1,613
V Saxton	5,373	10,362	-	6,186	21,921	20,415
S Shibata	-	-	282	207	489	576
E Swan	-	10,459	223	4,208	14,890	4,876
Y Taylor-Hill	-	-	-	-	-	8,376
J Tomkins	13,847	10,672	610	2,712	27,842	26,610

The remuneration paid to trustees is in accordance with the Memorandum and Articles of Association which allows for some trustees to provide professional advice and other related services to the charity for a remuneration. The remunerated trustees are not involved in the decision for setting their remuneration.

During 2017, 11 trustees (2016: 14 trustees) claimed expenses totalling £29,563 (2016: £37,806). These include mainly travel expenses related to meetings which trustees attended on behalf of the Society and on developing the Society's activities and networks.

7. Staff Costs

	2017 £	2016 £
Wages and salaries	1,731,263	1,630,100
Temporary staff	48,210	17,083
Social security costs	160,062	150,465
Pension costs	49,291	42,574
	1,988,826	1,840,222

The number of staff who received emoluments in the following ranges was:	2017	2016
£120,000 - £130,000	1	1

The average number of staff employed by the society during the year were:	2017	2016
	70	62

The key management personnel of the charity, comprise the trustees, the Chief Executive Officer and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £322,740.

8. Net Income

	2017 £	2016 £
Net income is stated after charging:		
Depreciation	245,948	251,212
Auditors' remuneration for audit services	6,500	6,670

9. Tangible Fixed Assets	Freehold Properties £	Furniture & Equipment £	Computers & IT £	Total £
Cost/valuation				
At 1st January 2017	14,500,000	206,072	486,294	15,192,366
Additions	-	-	29,763	29,763
Disposals	(6,200,000)	-	-	(6,200,000)
At the end of the year	8,300,000	206,072	516,057	9,022,129
Depreciation				
At 1st January 2017	217,500	177,865	436,776	832,141
Charge for year	209,750	4,509	31,689	245,948
Eliminated on disposal	(178,250)	-	-	(178,250)
At the end of the year	249,000	182,374	468,465	899,839
Net Book Value				
At 31st December 2017	8,051,000	23,698	47,592	8,122,290
At 31st December 2016	14,282,500	28,207	49,518	14,360,225

The net book value at 31st December represents assets used for direct charitable purposes.

The property owned at 31st December 2017 was revalued in December 2015 by Pater Johnson Merriman Property Consultants and Valuation Surveyors, who estimated the market value of the properties to be £8,300,000.

10. Fixed Asset Investments	2017 £	2016 £
At 1st January 2017	1,028,585	458,477
Additions at cost	396,260	737,668
Disposal at carrying value	(404,622)	(247,543)
Unrealised gain	116,641	79,983
Valuation at 31st December 2017	1,136,864	1,028,585
Historical costs	934,351	855,441

Schedule of fund investments at market value

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

Ordinary and preference shares (all registered in England and Wales)	2017	2016
25,000 Schroder Oriental Income Fund	2.01%	5.67%
16,000 Aberdeen UK Track Ord GBP	-	5.17%
5,295 Allianz Technology Trust Plc	5.49%	-

All investments are carried at their fair value. Investments in equities and fixed interest securities are all traded in quoted public markets. Holdings in common investment funds, unit trusts and open ended investment companies are all at the bid price. The basis of fair value for quoted investments is equivalent to the market value, using the bid price. Asset sales and purchases are recognised at the date of trade of cost (that is their transaction value).

11. Stock	2017 £	2016 £
Stock of goods	116,159	118,652

12. Debtors	2017	2016
	£	£
Trade debtors	106,780	26,984
Other debtors	32,528	17,744
Prepayments and accrued income	132,880	47,991
Development of in house software	662,823	402,102
	935,011	494,821

13. Creditors: Amounts falling due within one Year	2017	2016
	£	£
Trade creditors	216,414	210,313
Taxation and social security	58,288	43,355
Accruals and deferred income	574,506	484,236
Other creditors	1,358	1,358
	850,566	739,262

14. Contingent Liabilities

The trustees have been reviewing internal controls since the year end. The process is not complete but they anticipate that there will be a liability which has not been provided for and which cannot be quantified at this stage which should be referred to in these accounts. They are satisfied that this does not affect the ongoing ability of the charity to carry on its activities.

15. Reconciliation and Analysis of Movements on Funds for the Year

	Balance b/fwd	Income	Expenditure	Other recognised gains	Transfer between funds	Balance c/fwd
	£	£	£	£	£	£
General Funds	19,405,849	7,279,301	(6,581,749)	172,080	(132,992)	20,142,489
Designated Funds						
ISTD Faculty Events Funds	280,861	-	-	-	32,992	313,853
ISTD Bursary Fund	90,000	-	-	-	100,000	190,000
	370,861				132,992	503,853
Restricted Funds						
The Cecchetti Society						
Trust Fund	-	27,892	(27,892)	-	-	-
The Baines Hewitt Fund	-	500	(500)	-	-	-
	-	28,392	(28,392)	-	-	-
	19,776,710	7,307,693	(6,610,141)	172,080	-	20,646,342

Designated Funds

- ISTD Faculty Events Funds - Recognises funds relating to specific events held by Faculties within ISTD.
The transfer from General Funds represents the surplus on events for the year.
- ISTD Bursary Fund - Set up to support students who require financial assistance.
The transfer from General Funds represents the sum agreed to be set aside for bursaries.

Restricted Funds

- The Cecchetti Society
- Trust Fund - Provides Scholarships and Bursaries for Summer Schools.
- The Baines Hewitt Fund - Provides a discretionary award to a Ballet Student on an accredited Classical Course.

16. Analysis of Net Assets between Funds

	General Funds 2017 Unrestricted £	Designated Funds 2017 Unrestricted £	Total 2017 Unrestricted £	Total 2016 Unrestricted £
Fund balances at 31st December 2017				
are represented by:-				
Tangible fixed assets	8,122,290	-	8,122,290	14,360,225
Investments	1,136,864	-	1,136,864	1,028,585
Current assets	11,733,901	503,853	12,237,754	5,127,162
Current liabilities	(850,566)	-	(850,566)	(739,262)
	20,142,489	503,853	20,646,342	19,776,710

17. Related Party Transactions

During the year £14,885 (2016: £3,182) was paid to Footsteps Limited, a company controlled by a close relative of Sue Passmore, Chairperson. No amounts were outstanding at the year end.

18. Connected Charities

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

19. Capital Commitments

	2017 £	2016 £
Authorised but not contracted for	nil	nil

20. Operating lease commitments

As at 31st December 2017, the charity had total commitments under non cancellable operating leases as follows:

	Equipment 2017 £	2016 £
Expiring:		
Between one and five years	122,320	124,000

21. Pension costs

The pension charge for the year to 31st December 2017 was £49,291 (2016: £42,574). As at 31st December 2017 there were accrued pension contributions of £12,693 (2016: £6,567).

22. Reconciliation of Net Movement in Funds to Net Cash Flow from Operating Activities

	2017 £	2016 £
Net movement in funds	869,632	702,507
Gains on investments	(116,641)	(79,983)
Gain on sale of property	(395,676)	-
Dividends received shown in investing activities	(41,051)	(33,030)
Bank interest received shown in investing activities	(5,391)	(11,728)
Depreciation charges	245,948	251,212
Decrease/(increase) in stock	2,493	(19,555)
Increase in debtors	(440,190)	(116,331)
Increase/(decrease) in creditors	111,304	(284,713)
Net cash provided by operating activities	229,888	408,379



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