

Annual Report

& Accounts 2025-26

Company number 08535690
Charity number 1155551

Reference & Administration Information

Trustees' Report for Year End 31 March 2026

Charity Name	CoDa Dance Company
Charity Registration No.	1155551
Company Registration No.	08535690
Registered Address	Room 6, The Beehive Community Resource Centre Grays, Essex, RM17 6XP
Accountants	Holy Brook Associates, Curious Lounge, 20 Tudor Road, Reading, RG1 1NH

Charity Trustees

Chairperson

Hayley Roffey
Sarah Adadi

Trustees

Anne-Marie Aubrey
(Resigned 21 January 2026)
Daran Akintola
Victoria Busfield
(Resigned 31 July 2025)
Hannah Lockyer
Liza Vallance
Emily Parkman
Sandra Cottrell
Carolyn Riozzie
Liza Ward
Emelyne Burkhard
Rufaro Maposa
Neil Martin

A Word from our Co-Chairs

This has been a year of real momentum for CoDa. As we reflect on 2025–26, we do so with enormous pride in what this organisation has achieved, and with deep gratitude to everyone who has contributed – our staff, freelancers, Lived Experience Consultants, partners, funders, and the many people whose lives CoDa's work has touched. Our third year as an Arts Council England National Portfolio Organisation has been marked by continued artistic ambition, expanding reach, and the kind of meaningful impact that confirms why CoDa's work matters.

The DANCE FOR NEUROLOGY programme – our specialist arts & health practice – has gone from strength to strength. Centered at the Royal Hospital for Neuro-disability in Wandsworth, our teams delivered sessions across multiple wards with patients with profound disabilities, week in week out. The data speaks powerfully: consistently over 85% of patients reporting improvement or stability in their physical and mental wellbeing; staff engagement deepening; families and carers increasingly drawn into the work. That the RHN has committed direct funding to support continuation into the next season is a meaningful endorsement of the programme's value.

BEYOND THE DARKNESS, our scalable touring installation, reached nearly 3,000 people across the country in 2025–26 from galleries in Thurrock to festivals in Northamptonshire, Gloucester, and beyond. Audiences encountered the hidden realities of neurological conditions through immersive, accessible digital experiences. The work won the One Dance UK Bob Lockyer Award for Digital or Content Creation, a national recognition of its innovation and impact.

Artistically, the year was defined by the early development of AVOIDANCE AND OTHER ACTS OF LOVE (PREVIOUSLY OUR WORLDS COLLIDE), our new commission with Unlimited and Sadler's Wells. This is a significant moment for CoDa – a major co-commission with a world-leading venue, enabling our Artistic Director to realise a deeply personal and ambitious new work rooted in lived experience of neurological disability. We are proud that CoDa has grown to a place where this is possible. As trustees, we have also focused our attention on governance – continuing to diversify and strengthen the Board, managing the complexities of organisational growth, and ensuring we remain a safe, ethical and values-led organisation.



The year was not without challenge: we navigated a significant HR process that demanded considerable Board time and focus, and we continued to manage the ongoing pressures facing charities operating in an uncertain funding landscape. These challenges have only deepened our commitment to running CoDa with rigour, integrity and care. We enter 2026–27 in a strong position: with an expanded national profile, new partnerships, a thriving arts & health programme, and a pipeline of exciting new work. Our heartfelt thanks go to Arts Council England and to all our funders for their continued confidence in CoDa, and to Nikki Watson and the whole CoDa team for their extraordinary dedication.

Hayley Roffey & Sarah Adadi
Co-Chairs, CoDa Dance Company

A Word from our Artistic Director

2025–26 has been a year I will remember as one of genuine flowering – of ideas, of relationships, and of the work itself. For twelve years, CoDa has held a clear belief: that dance has the power to transform the lives of people living with neurological conditions, and that art made with and for those most profoundly affected by disability is art that matters. This year, that belief has been validated in ways that feel both deeply personal and publicly significant.



At the Royal Hospital for Neuro-disability, our DANCE FOR NEUROLOGY (DfN) teams delivered sessions every week of the year. What we witnessed there continues to move me. Patients who rarely speak, finding voice in movement; family members reuniting with loved ones around a shared creative moment and staff telling us that our sessions are unlike anything else in the rehabilitation programme. One doctor put it plainly: for patients struggling with depression post brain injury, CoDa has a significant positive impact on mood and wellbeing. That is why this work exists.

The most impressive development this year was RHN's decision to fund CoDa's new season of sessions directly. This felt like a real milestone after all five years plus work we have put into this. It signals that a statutory health provider has seen enough impact to invest in us as specialists who can use dance in clinical settings as part of patent recovery. I am hopeful that this is the journey we are on – towards a model where Dance for Neurology is commissioned healthcare.

I was particularly pleased with a new partner for our DfN work, with a twelve-week partnership with Headway East in Tower Hamlets – reaching 97 participants, all neurodisabled. This helped us understand the needs of a new group of patients and continued to develop the evidence base for our practice.

Our perseverance in developing iterations of our BEYOND THE DARKNESS enabled it, and its component parts (THE MOMENT EVERYTHING CHANGED & AS THE FLOOR SHIFTS) to tour extensively this year. Winning the One Dance UK Bob Lockyer Award for Digital or Content Creation was a wonderful affirmation – particularly because the work is so deeply embedded in the experiences of the people it serves.

'Never had stimulation like it, we need more of this type of thing, also the screen and the tech really impressed me, it was amazing!' service user Corby

A Word from our Artistic Director

For me, however, the creative centrepiece of the year has been the early development of AVOIDANCE AND OTHER ACTS OF LOVE (previously OUR WORLDS COLLIDE), our new commission with Unlimited and Sadler's Wells. This is a work rooted in my own family's lived experience of neurological disability, and in the experiences of the carers and families who orbit conditions like MS and Acquired Brain Injury. The residency at 101 Arts with dancers, a designer, dramaturg and psychotherapist was creative and revelatory. We took a risk in using a set of mirrors, not knowing how it would work with either the dancers or audiences, but as the week wore on it was gratifying to see that it was a risk that paid off - the mirrors becoming part of the movement as well as part of the narrative.

'The way the dancers engaged with turning the mirrors they made that stunning ...it was beautiful to watch'

The work evolved into a piece about difficult conversations – an issue I recognise from being a carer and a family member and an issue that seemed to be recognised by those attending a sharing at Sadler's Wells East that drew partners from Unlimited, Made with Many, Green Man Trust, CPP Luton, Redbridge Outdoor Arts, and Greenwich & Docklands Festival.

'I think having that mirror in front of you is really like they are talking about me because I'm there.'

I'm excited to see how AVOIDANCE & OTHER ACTS OF LOVE develops in 2026/27 and how we can mobilise our new partnerships on the outdoor touring circuit.

Our national profile has grown this year in ways that matter. I was invited to pitch AVOIDANCE AND OTHER ACTS OF LOVE (then named OUR WORLDS COLLIDE) at the Outdoor Arts UK national conference and have been asked to present for the second time at the International Arts Prescribing Conference in 2026 - a prestigious event with a range of international speakers and participants. CoDa's practice is also featured in the new Dance, Health & Wellbeing publication, enabling us to be increasingly understood as leaders – in DANCE FOR NEUROLOGY , in accessible digital performance, and in the integration of lived experience into artistic practice.

'I think it's great that you can't see everything. That's sort of the point, isn't it? Because we can't see all sides of the conversations or all sides of people's thought processes.'

I want to acknowledge the broader context in which all of this happens. The arts, health and charity sectors are navigating enormous pressure – funding uncertainty, cost pressures, workforce challenges. I am proud of how the CoDa team has met these realities: with creativity, resilience, and a stubborn commitment to quality. Thank you to our Board, our freelancers, our Lived Experience Consultants, and our partners. And to the patients, families and participants who let us into their worlds – this work is always for and with you.

Nikki Watson

Artistic Director & Founder, CoDa Dance Company

Objectives & Activities

Charity's Purpose

CoDa is an award-winning, socially driven, female and disability-led dance company telling real life differently.

More than 10 million people in the UK live with a neurological condition and a further 850,000 people care for them. Every year, 600,000 people are newly diagnosed, and it is estimated that one in six people in the UK will experience a neurological condition in their lifetime. Despite this, CoDa's beneficiaries tell us that they feel unseen and hidden from the world.

CoDa Dance Company creates productions that tour nationally in unconventional spaces and deliver specialist participation programmes – including DANCE FOR NEUROLOGY, a rehabilitation programme delivered in hospitals for people living with profound neurodisabilities.Collaboration is central to our ethos: from the exceptional dance artists, set designers and composers we work with; to the Lived Experience Consultants whose experience informs our practice.

Public Benefit Statement

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales. In planning and reviewing CoDa's activities, the trustees have kept in mind the Charity Commission's guidance on public benefit and consider that CoDa's activities deliver clear and direct public benefit to its beneficiaries, the broader arts sector, and society as a whole.



Achievements & Performance

Our Beneficiaries

- CoDa delivered 411 sessions of activity to 7,804 people across the year
- 73% of this activity was directed to and reached people with disabilities
- 23% of our work was delivered in Thurrock
- 198 Dance for Neurology sessions were delivered at the Royal Hospital for Neuro-disability (RHN) in Q1–Q4,
- Over 2,400 patients participated in DfN sessions at RHN across Q1–Q4
- An average of 51 patients per week engaged in DfN at RHN in Q2, with 90% profoundly disabled
- 88.5% of RHN patients in Q2 reported improvement or stability in physical and/or mental health
- 100% of Q3 RHN patients reported staying the same or improvement; staff contact of 153 over 7 weeks
- 97 neurodisabled participants engaged through a 12-week DfN programme at Headway East, Tower Hamlets
- 718 people attended Beyond the Darkness at Thameside Gallery, Thurrock (July 2025)



Achievements & Performance

Dance for Neurology at the Royal Hospital for Neuro-disability

CoDa's flagship arts & health programme continued to deliver transformative outcomes for patients with profound neurological conditions at the RHN in Wandsworth. Sessions were delivered across multiple wards including Wolfson, Wellesley, Drapers, Devonshire, and Chatsworth, and a dedicated Christmas showcase brought patients, staff, families and friends together for the first time.

'Our confidence is growing as the session goes on.' Participant

'It's really relaxing to watch even when I'm not moving. If people aren't able to move, they can still be involved.' Participant

Termly reflections from the RHN delivery team noted that CoDa is increasingly regarded within the hospital as a hybrid of occupational therapy and physiotherapy – with patients actively advocating for the programme between sessions. Staff from other departments, including psychologists and music therapy assistants, have been observed attending sessions, noting the positive impact on patients. Families on the Devonshire ward now regularly attend as part of the session structure, deepening the programme's relational reach.

A significant development this year was the RHN committing direct funding to enable a new season of sessions to continue – a landmark endorsement of the programme's health impact and the maturity of CoDa's clinical relationships.



During 2025/26 CoDa took time to explore developing DfN sessions with other partners. Eventually CoDa extended its DfN reach through a new 12-week partnership with Headway East in Tower Hamlets (July–September 2025), all of whom had lived experience of neurodisability. This programme represented CoDa's first sustained community DfN delivery outside its core hospital partnership and provided important evidence for the scalability of the model. CoDa also delivered DfN taster sessions at Queen Mary's Hospital and with patients and staff at Homerton Hospital. Both hospitals found the experience to be positive and hope to continue the partnership in 2026/27 - the Activity Co-ordinator at The Wolfson Neurorehabilitation Centre stating:

Achievements & Performance

Dance for Neurology – Hub Expansion

‘CoDa has provided our patients with a lovely service of creative and interpretive dance based sessions. The team provides sessions that allow patients to fully immerse themselves in a fun, creative and engaging movement focused session; it encourages the patients to express and really lose themselves in the world created by the team.’

CoDa also explored establishing a Dance for Neurology hub in Thurrock, meeting with potential health partners and engaging with Thurrock CVS and Section 106 discussions. We have had to step back from a firm commitment for now: the RHN programme works because of a deep, sustained institutional partnership built over seven years, and we have not yet found a Thurrock equivalent. We remain committed to finding a programme that works in Thurrock and are continuing conversations.



Achievements & Performance

Beyond the Darkness – Touring Installation

CoDa's scalable digital dance installation BEYOND THE DARKNESS toured extensively in 2025–26, reaching 2871 audiences in Corby, Wellingborough, Roehampton, Thurrock, and Gloucester, with component parts – (THE MOMENT) EVERYTHING CHANGED and AS THE FLOOR SHIFTS – shown at further venues including South East Dance's The Dance Space, Beach of Dreams, and Elevate.



The installation ran for 26 days at Thameside Gallery, Thurrock in July 2025 and then had a further run at Arts Outburst in Grays Shopping Centre (2–28 August 2025) - bringing the work to a non-traditional public space, extending its reach to mixed-age audiences including families.

AS THE FLOOR SHIFTS was screened twice at The Dance Space in November 2025 to 123 people, extending CoDa's reach within the screen dance and artist film sector and underpinning the value of bespoke iterations for specific spaces and audiences.

Research & Development – Avoidance and Other Acts of Love

AVOIDANCE AND OTHER ACTS OF LOVE (Previously OUR WORLDS COLLIDE) is CoDa's new commission with Unlimited and Sadler's Wells, funded to develop over this NPO period.

The work is rooted in Artistic Director Nikki's lived experience of living with a parent who has Multiple Sclerosis (MS) and the complexities and absurdities of family communication - an issue shared across all families but made all the more acute when all are navigating the impact of neurological disability.



In Q3 2025–26, CoDa completed a residency at 101 Arts involving four dancers, a designer, a dramaturg, and a psychotherapist. The residency was followed by an open sharing at Sadler's Wells East in Q4, attended by prospective distribution partners including Made with Many (Corby), Green Man Trust, CPP Luton, Redbridge Outdoor Arts, Greenwich & Docklands International Festival, and Sadler's Wells East itself.

The response from the sector has been highly encouraging, with Outdoor Arts UK and Greenwich & Docklands Festival supporting the Company to take the work to the next level. CoDa pitched OUR WORLDS COLLIDE, as it was named then, to over 140 people at the OAUK National Conference in Cambridge, including members of the Without Walls Consortium, CPPs and Local Authority Programmers.

Achievements & Performance

Sector Leadership & Dissemination

CoDa continued to grow its national profile as a sector leader in dance, neurology and accessible digital performance. Highlights included:

- Keynote presentations at Out There Festival (May 2025) and Bradford City of Culture (June 2025)
- Pitching OUR WORLDS COLLIDE, as it was named then, to over 140 delegates at the OAUK National Conference, Cambridge
- Winning the One Dance UK Bob Lockyer Award for Digital or Content Creation
- CoDa's practice featured in the new Dance, Health & Wellbeing publication (Q3 2025)
- Invited to present at the 2nd International Arts Prescribing Conference, April 2026
- Invited to contribute to inclusive dance work at Tate Modern as part of Voot Collective
- Artistic Director Nikki Watson serving on the Thurrock CVS Youth Panel and participating in ACE/SSE Health Procurement seminars

Lived Experience Consultants (LECs)

- The integration of Lived Experience Consultants into CoDa's artistic and governance processes deepened significantly in 2025–26. LECs with lived experience of neurological disability now sit on CoDa's Board of Trustees, informing HR processes, access practice, and strategic decision-making. LECs contributed to the Research & Development of Avoidance and Other Acts of Love throughout the year, with Nikki, the Artistic Director, drawing on her own family's lived experience of MS as a core research strand.
- LECs participated in the OWC testing period and the Sadler's Wells East sharing event in Q4 and will continue to be involved as OWC moves into more rigorous audiences, access and logistic testing in 2026/27.



Achievements & Performance

Outreach & Participation

CoDa's outreach programme reached community groups across multiple regions, with workshops delivered alongside the BEYOND THE DARKNESS installation in Corby to participants including Autumn Centre dementia group, Teamwork Trust, and Lakelands Hospice, and new outreach activity developed through Headway East. All participants in community DfN workshops identified as having a disability or neurodisability.

CoDa also worked with young people as part of Light Up Thurrock. The large-scale community dance piece launched the finale evening at Coalhouse Fort, East Tilbury, performed twice for an audience of 500 people. Rehearsal events at Thameside Theatre and Coal House Fort in the weeks prior engaged a further 92 community participants. Kaleidoscope in Motion workshops were also delivered at East Tilbury Village Hall (77 people) and with community groups across the wider area during the year.

Participant feedback consistently highlighted the accessible, inclusive nature of CoDa's approach:

'Today is a celebration for me. I have an intense anxiety disorder and a year ago, I wouldn't have come. But today I'm here, dancing with new people, talking with friends and trying something new.' Participant

'This was fabulous!! The carer's confidence improved in front of my eyes. One lady has been coming for two years and never moves or speaks and this is the first time she has spoken confidently in a group and moved.' Health Professional



Structure, Governance & Management

Governing Document

The charitable company is controlled by its governing document, the Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Trustee Recruitment and Board Composition

CoDa continues to prioritise a diverse and representative Board and includes trustees with lived experience of neurological disability. Of the trustees who volunteered their time and expertise during 2025–26, 30% identify as D/deaf and/or disabled or as having a long-term health condition; 38% as neurodivergent; and 70% as female or non-binary.

Having recruited three new Trustees the previous year, CoDa was able to maintain a Quorate Board throughout the year. Victoria Busfield and Ami Aubrey finally stepped down after more than 8 years serving on the Board. CoDa would like to thank all outgoing trustees for their contribution and service to the Company.

Statement of Trustees' Responsibilities

The trustees (who are also the directors of CoDa Dance Company for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

Structure, Governance & Management

Statement of Trustees' Responsibilities

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company, and to 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.

Organisational Risk Management

The Board of Trustees, with the Artistic Director and staff team, keeps organisational risk under review and mitigates risk with a range of measures including: insurance, planning, performance monitoring, policies, and procedures.



Structure, Governance & Management

Organisational Risk Management

The key risks identified and mitigating actions taken during 2025–26 included:

- Capacity pressures arising from continued growth in demand for DfN and touring work – managed through careful forward planning and use of an expanded freelance delivery team.
- HR management – the Board was required to engage with a complex and time-consuming HR process during the year. This was managed with appropriate external professional advice and care, with a commitment to the wellbeing of all involved.
- Financial sustainability – CoDa continued to manage inflationary pressures through full-cost recovery budgeting, more frequent budget reviews, and the development of earned income streams including direct commissioning by the RHN.
- Board recruitment and composition – the Board continued to develop its membership, prioritising lived experience, diversity and relevant professional expertise.
- Safeguarding – with much of CoDa's activity aimed at people with neurological conditions, including those who are profoundly disabled, safeguarding remains a priority. The organisation maintains a Safeguarding Policy and all staff and freelancers hold current DBS checks and relevant training. The AD holds a Safeguarding Diploma.
- Updating and adding to CoDa's Policies and Procedures including new Sabbatical Leave and Dignity at Work Policies and more robust Sick Leave Policy and Disciplinary, Conduct and Capability Policy and Procedure. A draft EDI & Governance document was written with the intention that the recommendations be adopted 2026.

National Portfolio Organisation

2025–26 is CoDa's third year as an Arts Council England National Portfolio Organisation. The organisation continued to successfully deliver against its Investment Principles, with particular progress in the areas of ambition and quality (including the Unlimited commission and OAUK Boost selection), dynamism (expanding national partnerships and profile), inclusivity and relevance (LEC integration into governance), and environmental responsibility (continuation of the simplified Green Rider programme).

CoDa received a positive review of its 2024–25 activity from its ACE Relationship Manager, recognising growth in governance and delivery capacity.



Financial Review

Overview

The financial statements for the year ended 31 March 2026 are subject to independent examination and will be presented in full alongside this report.

CoDa has continued to develop its income base during 2025–26. Core funding from Arts Council England through the NPO programme has been supplemented by project funding from Unlimited, Sadler's Wells, and other trusts and foundations. A significant development is the commencement of direct commissioning income from the RHN, which represents a step towards a sustainable earned income model for the Dance for Neurology programme.

Reserves Policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience, and enable investment in development. The Board of Trustees will at times designate funds from free reserves for significant project costs or replacement of major assets. As part of our NPO grant, CoDa is building reserves to the minimum level (3 months of operational costs), alongside building designated funds to cover redundancies in the unlikely event of company wind-up.

Financial Risk Management

The Board of Trustees, with the Artistic Director and finance manager, keeps funding risk under review and mitigates risk through: advance securing of project funding before activity commences; full-cost recovery project budgeting; diversification across a range of funders including ACE, Post Code Lottery, Greggs, Unlimited, trusts and foundations, and earned income; and regular budget monitoring throughout the year.

Funders

CoDa is grateful for the generous support of the following funders whose investment made the work of 2025–26 possible: Arts Council England (National Portfolio Organisation funding), Greggs Foundation, Unlimited, Sadler's Wells, People's Postcode Trust, Garfield Weston and the Royal Hospital for Neuro-disability. Additional project funding was gratefully received from Essex Community Foundation, Thurrock CVS, Garrick Club CT, Green Light Thurrock, Viridor, Tudwick Foundation, Creative Estuary Capital, Clothworkers Foundation The Big Give and Beckenham Theatre Trust.

We start 2026/27 with confirmed funding from Essex Cultural Development Fund, Sport England, Thurrock Council and a second year of funding from Greggs Foundation.

Additionally CoDa also obtained an extension year as a National Portfolio Organisation (NPO) for 2026/27 and submitted its plans for further funding 2027/28.

Financial Review

Total Income	**£329,320**	2024–25: £280,157
Total Expenditure	**£357,345**	2024–25: £352,859
Net Expenditure for the Year	**-£28,025**	2024–25: -£72,702
Total Funds Carried Forward	**£40,513**	2024–25: £68,538

Looking Ahead

As CoDa moves into 2026–27, the organisation is well-positioned to continue building on the achievements of this NPO period. Key priorities include: the continued development and eventual production of Avoidance and Other Acts of Love with Unlimited and Sadler's Wells; expanding the Dance for Neurology programme with new health partners and consolidating CoDa's national touring model for Beyond the Darkness and bringing joyful participatory activities to people with neurodisabilities and their families.

We will focus on remaining resilient, flexible and productive in an ever changing environment and to listen to those for whom our work serves. We will continue to develop the evidence base for Dance for Neurology as a healthcare intervention and share our inclusive practice with our arts and healthcare partners, locally and nationally.

Legal & Statutory Information

Independent Examination

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 and that an independent examination is needed.

The independent examiner's report is issued by Holy Brook Associates, Chartered Accountants, Reading and forms part of the full financial statements.

Basis of Preparing the Financial Statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 1 January 2019)', Financial Reporting Standard 102 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Going Concern

At the time of approving the accounts, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparation of the accounts.

Trustee Remuneration

No trustees received any remuneration during the year. Trustee expenses are disclosed in the notes to the financial statements.

Related Party Disclosures

There were no related party transactions during the year other than trustee expenses as disclosed in the notes to the financial statements.

Company Limited by Guarantee

CoDa Dance Company is a company limited by guarantee. The liability of each member is limited to £10 by guarantee.

Approval

These financial statements and this Trustees' Annual Report were approved by the trustees on 22 July 2026 and signed on their behalf by:

Hayley Roffey Sarah Adadi

Hayley Roffey & Sarah Adadi
Co-Chairs, on behalf of the Trustees of the Board

Independent Examiner's Report on the Accounts

Section A - Report to the trustees/members of CoDa Dance Company

On accounts for the year ended	31 March 2026
Charity number	1155551
Set out on pages	21–31

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to: examine the accounts under section 145 of the Charities Act, to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent Examiner's Report on the Accounts

Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect,: the accounting records were not kept in accordance with section 130 of the Charities Act; or the accounts did not accord with the accounting records; or the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

Signature Rachel Eden

Signed	
Name	Rachel Eden
Relevant professional qualification(s) or body	FCMA (Fellow of the Chartered Institute of Management Accountants)
Address	Holy Brook Associates, Curious Lounge, 1st Floor, Pinnacle Building, Tudor Road, Reading RG1 1NH
Date	3rd July 2026

Section B - Disclosure

No matters were disclosed under Section B.

Statement of Financial Activities for Year ended 31 March 2026, incl. income & expenditure account & statement of total recognised gains & losses

	Note	Unrestricted £	Restricted £	2026 Total £	2025 Total £
Donations and Legacies	2	141,100	-	141,100	140,055
Investment Income	3	619	-	619	1,376
Charitable Activities	4	59,874	127,727	187,601	138,726
Total Income		**201,593**	**127,727**	**329,320**	**280,157**
Raising Funds	5	19,200	-	19,200	19,650
Charitable Activities	6	176,762	155,979	332,741	327,198
Governance Costs	9	5,404	-	5,404	6,011
Total Expenditure		**201,366**	**155,979**	**357,345**	**352,859**
Net (Expenditure) / Income for the Year		227	(28,252)	(28,025)	(72,702)
Total Funds Brought Forward		27,367	41,171	68,538	141,240
Transfer Between Funds		5,700	(5,700)	-	-
Total Funds Carried Forward		**33,294**	**7,219**	**40,513**	**68,538**

The statement of financial activities includes all gains and losses in the year.
All incoming resources and resources expended derive from continuing activities.
The Notes on pages 21 to 31 form part of these Financial Statements.

Balance Sheet CoDa Dance Company

As at 31 March 2026

Company Number 08535690
Charity Number 1155551

	Note	Unrestricted £	Restricted £	2026 Total £	2025 Total £
Tangible Assets	10	7,128	-	7,128	3,916
Debtors	11	2,149	-	2,149	20,891
Cash in Hand at Bank		28,932	7,219	36,151	47,642
Creditors (falling due within one year)	12	(4,915)	-	(4,915)	(3,911)
Net Current Assets		26,166	7,219	33,385	64,622
Net Assets		**33,294**	**7,219**	**40,513**	**68,538**
Funds of the Charity					
Unrestricted Funds	13	33,294	-	33,294	27,367
Restricted Funds	13	-	7,219	7,219	41,171
Total Funds		**33,294**	**7,219**	**40,513**	**68,538**

For the financial year ending 31 March 2026 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibilities for complying with the requirement of the Act with respect to accounting records and the preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the provisions of the Statement of Recommended Practice '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 (FRS102) (effective 1 January 2019) issued in October 2019 by the Charity Commission.

The financial statements on pages 21 to 31 were approved by the trustees and signed on their behalf by:

Hayley Roffey Sarah Adadi

Hayley Roffey & Sarah Adadi
Co-Chairs, CoDa Dance Company

The Notes on pages 23 to 31 form part of these Financial Statements.

Notes to the accounts for the year ending 31 March 2026

1. Accounting Policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a). Basis of Preparing the Financial Statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

(b). Going Concern

At the time of approving the accounts, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparation of the accounts.

(c). Incoming Resources

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The following policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Incoming resources from charitable trading activity are accounted for when earned.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Notes to the accounts for the year ending 31 March 2026

(d). Resources Expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Charitable Expenditure which comprises those costs which are incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Costs of generating voluntary income are those incurred in seeking voluntary income.

Governance costs are those incurred in meeting the charity's constitutional and statutory requirements. They include the Independent Examination fees and other costs linked to the strategic management of the charity.

All other expenditure has been allocated to the headings in the SOFA on the basis of the time spent by the executive officer.

(e) Taxation

The charitable company is exempt from corporation tax on its charitable activities.

(f) Defined Contribution Pension

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

(g) Fixed Assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, which in all cases is estimated at 4 years. Impairment reviews are carried out as and when evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value due to damage, obsolescence or other relevant factors.

(h) Debtors

Trade debtors, prepayments and other debtors are valued at the amount paid in respect of future accounting periods.

Notes to the accounts for the year ending 31 March 2026

(i) Cash At Bank And in Hand

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

(j) Creditors

Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be estimated reliably.

(k) Financial Instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

(l) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.

Restricted funds can only be used for particular restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement.

Note 2 - Donations and Legacies

	Unrest. £	Restr. £	2026 £	2025 £
Arts Council NPO	139,714	-	139,714	137,500
Fowler, Smith & Jones	-	-	-	2,500
Easy Fundraising	68	-	68	55
Local Giving	212	-	212	-
Big Give Campaign	1,106	-	1,106	-
Total Donations	**141,100**	**-**	**141,100**	**140,055**

Notes to the accounts for the year ending 31 March 2026

Note 3 - Investment Income

	Unrestricted £	Restricted £	2026 Total £	2025 Total £
Investment Income	619	-	619	1,376

Note 4 - Income from Charitable Activities

	Unrest. £	Restr. £	2026 £	2025 £
Workshop Fees	3,858	82,056	85,914	33,533
Arts Council England Access Grant	3,016	-	3,016	-
City Bridge Trust	-	4,435	4,435	29,165
Postcode Lottery	30,000	-	30,000	30,000
Wandsworth Arts Fund	-	400	400	1,600
Active Essex	-	-	-	3,000
Wimbledon Foundation	-	-	-	3,500
The Hospital Saturday Fund	-	-	-	5,964
London Catalyst	-	-	-	5,964
Thurrock CVS	3,000	-	3,000	6,000
Garfield Weston	20,000	-	20,000	20,000
Creative Estuary Fund	-	2,000	2,000	-
Clothworkers Foundation	-	6,000	6,000	-
TERF Limited	-	2,400	2,400	-
Beckenham Theatre	-	4,000	4,000	-
Sports England	-	8,311	8,311	-
We Are Unlimited Arts	-	13,500	13,500	-
Tudwick Foundation	-	2,625	2,625	-
Garrick Charitable Trust	-	2,000	2,000	-
Total Charitable Activities	**59,874**	**127,727**	**187,601**	**138,726**

Note 5 - Raising Funds

	Unrest. £	Restr. £	2026 £	2025 £
Fundraising Support	19,200	-	19,200	19,650

Notes to the accounts for the year ending 31 March 2026

Note 6 - Expenditure on Charitable Activities

	Unrest. £	Restr. £	2026 £	2025 £
Staff Costs	97,779	47,964	145,743	136,305
Contractor Costs	46,033	86,450	132,483	124,961
Training	2,456	1,736	4,192	8,832
Travel & Expenses	1,949	9,007	10,956	7,365
Admin & Stationery	784	-	784	425
Access Costs	14,685	-	14,685	19,921
Evaluation	-	773	773	4,458
Consultancy	5,262	2,538	7,800	5,274
Volunteer Costs	-	-	-	3,120
Subscriptions	1,811	494	2,305	2,273
Project Expenses	449	5,514	5,963	6,770
Marketing	3,509	444	3,953	6,502
Rent	2,045	-	2,045	962
Research & Development	-	1,059	1,059	30
Total Charitable Activities	**176,762**	**155,979**	**332,741**	**327,198**

Note 7 - Trustee Remuneration

No trustees received any remuneration during the year (2025: Nil). Trustee expenses totalled £10 (2025: £332) for the year ended 31 March 2026

Note 8 - Employee Costs

	2026 £	2025 £
Wages & Salaries	138,076	125,417
Employer's National Insurance	5,223	7,887
Pension Costs	2,444	3,001
Total Staff Costs	**145,743**	**136,305**

Average full time equivalent employees for year ended 31 March 2026 was 2.71 (2025: 3.12). Average headcount: 3.58 (2025: 3.83). No employee received emoluments exceeding £60,000 (2025: none).

Notes to the accounts for the year ending 31 March 2026

Note 8 cont.- Contractor Costs

	Unrest. £	Restr. £	2026 £	2025 £
Facilitators	-	49,981	49,981	49,243
Executive Consultant	25,900	-	25,900	30,100
Marketing Manager	19,200	-	19,200	19,200
Company Manager	-	-	-	2,559
Collaborators	933	8,867	9,800	8,725
Producer	-	17,680	17,680	15,134
Dancers	-	9,922	9,922	-
Total Contractor Costs	**46,033**	**86,450**	**132,483**	**124,961**

Note 9 - Governance Costs

	Unrestr. £	Restr. £	2026 £	2025 £
Accountancy & Independent Examination	1,496	-	1,496	1,699
Insurance	1,207	-	1,207	1,060
Depreciation	2,488	-	2,488	1,467
Trustee Expenses	10	-	10	332
Governance Costs (other)	203	-	203	1,453
Total Governance Costs	**5,404**	**-**	**5,404**	**6,011**

Independent Examination fee: £525+VAT (2025: £510+VAT). Accounts also include £200+VAT (2025: none) for other assurance services by Holy Brook Associates Ltd.

Notes to the accounts for the year ending 31 March 2026

Note 10 - Tangible Fixed Assets

	Fixtures & Fittings £	Total £
Cost		
Cost - At 1 April 2025	13,685	13,685
Additions	5,700	5,700
At 31 March 2026	**19,385**	**19,385**
Depreciation		
At 1 April 2025	9,769	9,769
Charge for the Year	2,488	2,488
At 31 March 2026	**12,257**	**12,257**
Netbook Value		
At 31 March 2026	**7,128**	**7,128**
At 31 March 2025	3,916	3,916

Note 11 - Debtors: Amounts Falling Due Within One Year

	2026 £	2025 £
Trade Debtors	1,773	19,151
Prepayments	376	1,740
Total Debtors	**2,149**	**20,891**

Note 12 - Creditors: Amounts Falling Due Within One Year

	2026 £	2025 £
Trade Creditors	180	3,299
Accruals	735	612
Income in Advance	4,000	-
Total Creditors	**4,915**	**3,911**

Notes to the accounts for the year ending 31 March 2026

Note 13 - Movement in Charity Funds

	Opening £	Income £	Expend. £	Transfer between funds £	Closing funds £
Unrestricted					
General Fund	27,367	201,593	(201,366)	5,700	33,294
Total Unrestr. Fund	**27,367**	**201,593**	**(201,366)**	**5,700**	**33,294**
Restricted					
City Bridge Trust	(2,929)	4,435	(1,506)	-	-
Partnership for Health & Queen Mary Hospital	10,467	-	(10,467)	-	-
Dance for Neurology London	16,037	92,310	(89,636)	(10,000)	8,711
Dance for Neurology Training	2,750	-	(2,750)	-	-
Beyond the Darkness Tour	11,346	10,966	(14,512)	(7,800)	-
Wimbledon Foundation	3,500	-	(3,500)	-	-
Our Worlds Collide	-	20,016	(33,608)	12,100	(1,492)
Total Restricted Funds	**41,171**	**127,727**	**(155,979)**	**(5,700)**	**7,219**
Total Funds	**68,538**	**329,320**	**(357,345)**	**-**	**40,513**

Transfers between funds represent an allocation of Dance for Neurology funding to the Our Worlds Collide project, this funding will be used for the creation and subsequent touring of new work created by CoDa. £5,700 transferred between Restricted and Unrestricted relates to purchases of assets used during Beyond the Darkness Tour and Our Worlds Collide

Notes to the accounts for the year ending 31 March 2026

Note 14 - Related Party Disclosures

Trustee expenses of £10 (2025: £332) were claimed in the year to 31 March 2026. There were no other related party transactions during the year.

Note 15 - Ultimate Controlling Party

There is no ultimate controlling party at the balance sheet date.

Note 16 - Company Limited by Guarantee

CoDa Dance is a Company limited by guarantee. The liability of each member is limited to £10 by guarantee.

Note 17 - Prior Year Net Assets by Fund (2025)

	Note	Unrestricted £	Restricted £	Total £
Tangible Assets	10	3,916	-	3,916
Debtors	11	1,740	19,151	20,891
Cash at Bank & in Hand		24,757	22,885	47,642
Creditors (falling due within one year)	12	(3,046)	(865)	(3,911)
Net Current Assets		**23,451**	**41,171**	**64,622**
Total Assets Less Current Liabilities		**27,367**	**41,171**	**68,538**
Unrestricted Funds	13	27,367	-	27,367
Restricted Funds	13	-	41,171	41,171
Total Funds		**27,367**	**41,171**	**68,538**