Annual Report 2025





DANCE Reading









LETTER FROM THE CHAIR

INTRODUCTION FROM THE CHAIR

I am pleased to be submitting our fifth Annual Report as a registered charity, covering the financial year January to December 2025.

2025 has been another year of change and development for Dance Reading. Against an increasingly difficult funding landscape for small arts organisations, we have continued to work flexibly, building strong partnerships and focusing our resources where we believe they can have the greatest impact.

This year has seen us continue to bring exceptional professional dance and movement work to Reading, while developing our work with young people and emerging artists. Our partnership with The Place brought two new outdoor works to our partner 'Jelly's' Open for Art festival, including a world premiere, while On the Block returned for its fourth year with record participation from young people.

Alongside our public programme, we have continued to invest in the relationships which make our work possible. We attended conferences and networking events, developed new partnerships, contributed to conversations about environmental sustainability and began planning new programmes of work for 2026.



Perhaps most importantly, this year has helped us think about what Dance Reading Festival should look like in the future. The success of our first Summer of Dance in 2024 showed us the value of spreading activity across a longer period, working alongside existing events and reaching audiences in different spaces across Reading.

As we approach ten years since our first Dance Reading Festival, we are excited to build on that learning and develop a festival that happens across the year, allowing us to build deeper relationships with audiences, artists, partners and young people.

THE HISTORY

Dance Reading, previously known as Junction Dance, was founded in 2014, when a group of arts professionals, dancers, producers, writers and teachers got together to consider how to strengthen and raise the profile of the dance landscape in Reading.
Whilst there were, and still are, hundreds of dance schools and clubs teaching thousands of young people and adults to dance, there were no venues regularly programming dance, very few accessible and affordable performance spaces and no professional development for dancers locally.
We consulted extensively with the dance sector in the area, finding out their needs, their skills, their interests and their hopes for the future.
We started by addressing the need for professional development through a programme of skill sharing, before launching our first month-long Dance Reading Festival in November 2016.

Since then, Dance Reading has grown and changed. In 2020 we constituted as a Charitable Incorporated Organisation, with objectives based on our firm belief that dance and movement are invaluable tools to improve the lives and wellbeing of our wider community.

Our community and youth work has grown extensively, alongside our professional programme, bringing new and exciting dance to Reading and providing a platform for the extraordinary dance talent that already exists locally.

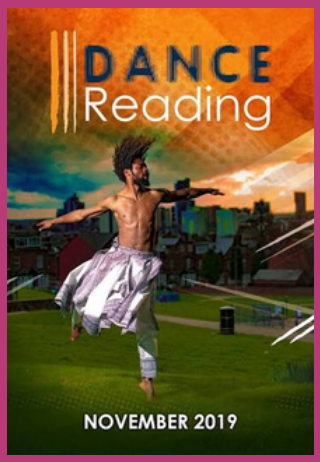


THE FESTIVAL

A festival across the year

The shape of the festival is changing too.
In 2024 we experimented with our first Summer of Dance, bringing performances and workshops into existing summer festivals and events and into Reading town centre.
It awas hugely successful, bringing dance to events where it would not have any presence otherwise. It allowed us to meet audiences in different places, work more closely with partners and give individual projects more space.
Rather than asking everyone to come to us during one short festival period, Dance Reading could pop up in different places and at different times.









In 2025 we continued to build on that model, and as we look towards our tenth anniversary in 2026, we have made the decision to move away from one concentrated festival period.
Dance Reading Festival will become a programme spread across the year, with performances, workshops, youth projects, artist development and community events connecting with one another over a much longer period.
It feels like the right next step for Dance Reading, and one that has grown directly from what we have learnt over the last few years.

SUMMARY OF WORK 2025

Performances

2025 saw us continue to develop partnerships locally and nationally, bringing brilliant professional work to Reading while creating more opportunities for young people and emerging artists to take part.

Our partnership with The Place continued, this year working together to select and commission two outdoor pieces to be presented as part of Jelly's Open for Art.

We welcomed SAY with a reworking of their beautiful piece The Album, alongside the world premiere of Gandini Juggling's You Too Can Tutu. Reading marked the very beginning of the piece's journey, before it headed out on a schools and festivals tour across the South and South East.

Our flagship hip hop battle On the Block returned for its fourth edition. This year was particularly exciting because we began to see our youth work feeding directly into the event, with a record number of young people taking part.



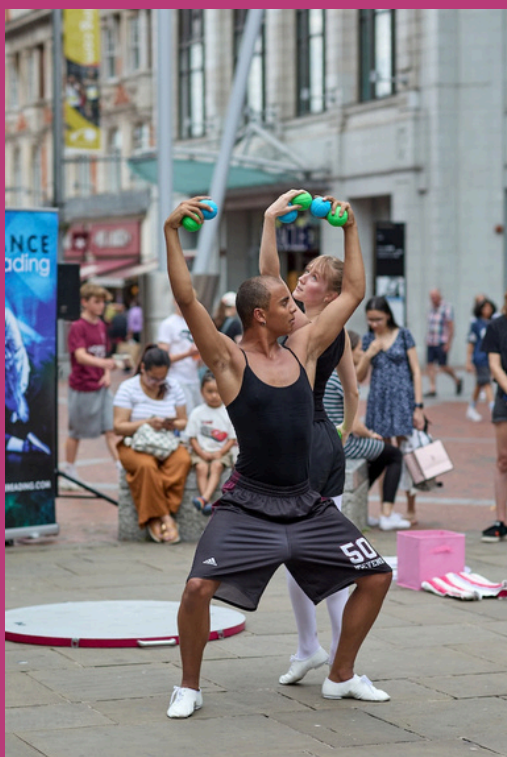



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STEVENS










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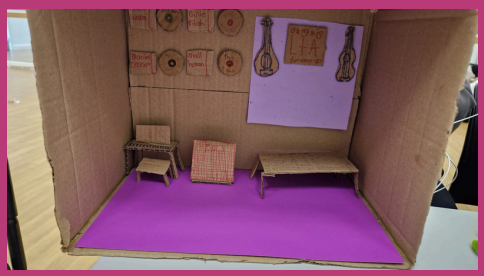
COMMUNITY

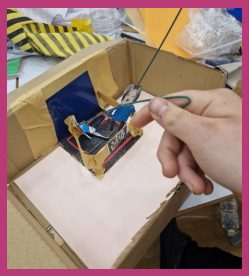
We secured funding from Berkshire Community Fund to run a small trial of a Theatre Buddies project, linking older people up with friends, to increase confidence with attending dance and performance events, dance classes and other arts and cultural events.
We recruited older people, a network of participating arts venues, and organisations working with older people.
Our initial trial was a huge success and we are now seeking further funding to develop this strand of work further.

We began conversations with Readipop and The Oracle about what would need to be in place to bring hip hop battles to The Oracle's outdoor area. From those conversations we developed a programme of workshops, battles and performance which we hope to deliver in the future, dependent on funding.

We also supported Double Okay, Reading's queer arts collective, to deliver movement workshops for emerging performers, connecting them with exceptional movement mentors including Wet Mess.

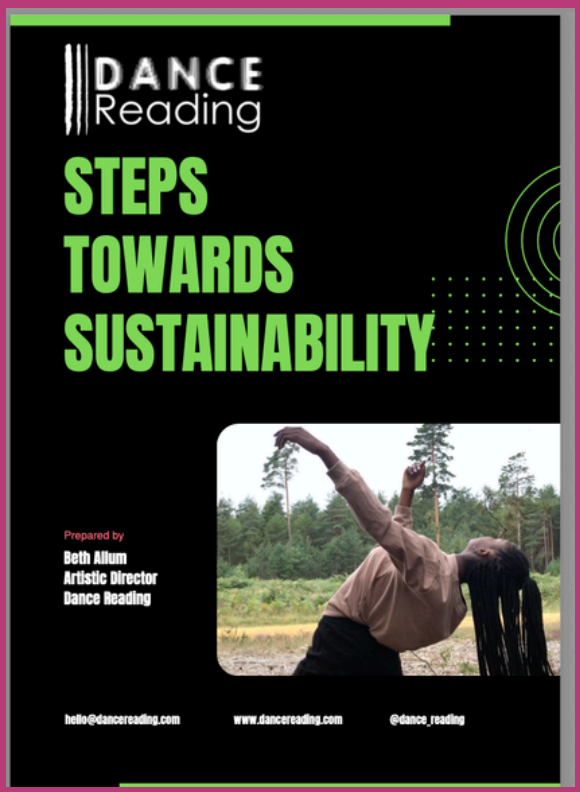
Towards the end of the year we were invited to join a consortium developing a term-long programme for young people at Hartland High whose attendance was particularly low, or who were experiencing barriers to attending school. During 2025 we designed a youth-led programme, alongside research led by the University of Reading into the barriers young people face, ready for delivery from January to July 2026.




PARTNERSHIPS

Alongside delivery, we continued to attend networking events, conferences and sector meetings, building relationships and developing partnerships for future work.
We were also invited to present our Green Rider at Reading's Cultural Sustainability Forum, sharing the practical work we have been doing to reduce the environmental impact of our projects and opening up conversations with other organisations about what sustainable practice looks like in reality.





PARTNERS AND CONTACTS



If you are interested in working with us
we'd love to hear from you
please get in touch

hello@dancereading.com
@dance_reading
www.dancereading.com

DANCE READING

CHARITABLE INCORPORATED ORGANISATION (CIO) | REGISTERED CHARITY NO. 1192879

ANNUAL REPORT AND FINANCIAL STATEMENTS PACK

Financial Year Ended 31 December 2025 | With Full Prior Year Comparatives (2024)
Prepared on a Receipts and Payments Basis under Section 133 of the Charities Act 2011
Independent Examination Completed and Signed Off by Laura Bodycot BSc (Hons), AATQB (01/06/2026)

Governance & Filing Summary: This pack brings together Dance Reading's statutory annual report and accounts, Independent Examiner's Report, and supporting financial reconciliation schedules for the financial year ended 31 December 2025. It integrates: (1) Reference and Administrative Details reflecting the active Board of Trustees, (2) the signed Independent Examiner's Report issued by Laura Bodycot, (3) the statutory Receipts and Payments Accounts (CC16a/CC16b) reflecting actual gross cash movements, (4) Notes to the Financial Statements including CIO statutory disclosures, (5) the Trustees' Annual Report narrative and variance analysis aligned with our delivery history, and (6) the reconciled cash book audit schedule.

1. Reference and Administrative Details

Charity Name	Dance Reading (originally established in 2014 as Junction Dance)
Registered Charity Number	1192879 (Charity Commission for England and Wales)
Governing Structure & Document	Charitable Incorporated Organisation (CIO - Foundation model) registered on 21 December 2020; governed by CIO Constitution.
Principal Office Address	65 Russell Street, Reading, Berkshire, RG1 7XG, United Kingdom
Charity Trustees (Active Board)	Danielle Corbishley (Chair) Carl Barry Beeson (Treasurer) Ellie Jay Rose Gavin Tara Jane Choudrie Sunita Bolton Martin Grant Thornton Anuradha Chaturvedi (Note: Daniel Cameron and Irene Cameron served during 2024 and stepped down prior to 2025 report sign-off)
Independent Examiner	Laura Bodycot BSc (Hons), AATQB Member of the Association of Accounting Technicians (AAT) 32 Syston Road, Queniborough, Leicester, LE7 3FX (Independent examination completed on 1 June 2026; no matters requiring reporting were identified)
Principal Bankers	The Co-operative Bank plc

2. Independent Examiner's Report to the Trustees

Although the charity's gross income for 2025 was below the level at which an independent examination would ordinarily be required solely by reference to income, the trustees elected to obtain an independent examination as a matter of good financial governance and transparency. The formal report signed by Laura Bodycot BSc (Hons), AATQB on 1 June 2026 is reproduced below:

INDEPENDENT EXAMINER'S REPORT ON THE ACCOUNTS
Report to the Trustees of: Dance Reading (CIO Registration No. 1192879)
On Accounts for the Year Ended: 31 December 2025

Responsibilities and Basis of Report:

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent Examiner's Statement:
I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination 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 no concerns and 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.

Signed: Laura Bodycot
Name: Laura Bodycot BSc (Hons), AATQB
Professional Body: Member of the Association of Accounting Technicians (AAT)
Address: 32 Syston Road, Queniborough, Leicester, LE7 3FX
Date: 01/06/2026
Section B Disclosures: None (No material matters of concern)

3. Receipts and Payments Accounts (CC16a Format)

Prepared in accordance with the Charity Commission CC16a schedule on a gross cash receipts and payments basis, analysing unrestricted operational funds, restricted project balances, and comparative 2024 results. Gross figures literally match the cash book totals (receipts of £2,364.27 and payments of £19,302.00), including an isolated £1.00 testing transaction and its same-day reversal disclosed in Note 3.

Category / Line Item	Unrestricted (£)	Restricted (£)	Endowment (£)	Total 2025 (£)	Total 2024 (£)
A1 Receipts					
Grants and funding awards	0.00	0.00	0.00	0.00	36,150.00
Donations and fundraising	0.00	0.00	0.00	0.00	0.00
Charitable activities: workshops, fees and ticket sales	0.00	2,363.27	0.00	2,363.27	3,458.21
Other receipts, refunds and bank interest	0.00	0.00	0.00	0.00	486.13
Banking testing transaction return (Note 3)	1.00	0.00	0.00	1.00	0.00
Sub-total (Gross receipts)	**1.00**	**2,363.27**	**0.00**	**2,364.27**	**40,094.34**
Asset and investment sales	0.00	0.00	0.00	0.00	0.00
Total Receipts	**1.00**	**2,363.27**	**0.00**	**2,364.27**	**40,094.34**
A2 Payments					
Direct charitable expenditure: artist/practitioner fees	0.00	14,565.19	0.00	14,565.19	28,308.42
Venue and studio hire	1,458.60	780.00	0.00	2,238.60	1,128.84
Production, event staging, and equipment	535.39	614.97	0.00	1,150.36	2,631.49
Marketing, website, and promotion	129.59	0.00	0.00	129.59	0.00
Insurance and governance (IT, legal, accountancy)	1,217.26	0.00	0.00	1,217.26	253.44
Banking testing transaction payment (Note 3)	1.00	0.00	0.00	1.00	0.00

Sub-total (Gross payments)	**3,341.84**	**15,960.16**	**0.00**	**19,302.00**	**32,322.19**
Asset and investment purchases	0.00	0.00	0.00	0.00	0.00
Total Payments	**3,341.84**	**15,960.16**	**0.00**	**19,302.00**	**32,322.19**
A3 Net Receipts / (Payments)	**(3,340.84)**	**(13,596.89)**	**0.00**	**(16,937.73)**	**7,772.15**
A4 Transfers between funds	0.00	0.00	0.00	0.00	0.00
Cash funds brought forward (1 January)	**3,705.01**	**28,031.37**	**0.00**	**31,736.38**	**23,964.23**
Cash funds carried forward (31 December)	**364.17**	**14,434.48**	**0.00**	**14,798.65**	**31,736.38**

4. Statement of Assets and Liabilities (CC16b Format)

Statement of assets and liabilities as at 31 December 2025, prepared in accordance with Charity Commission format CC16b.

Details	Fund to Which Asset Belongs	Unrestricted (£)	Restricted (£)	Total 2025 (£)	Total 2024 (£)
Co-operative Bank Current Account	General / Projects	364.17	14,434.48	14,798.65	31,736.38
Total Cash Funds	**Reconciled to Bank**	**364.17**	**14,434.48**	**14,798.65**	**31,736.38**

Other Monetary Assets, Investments and Liabilities (Trustee Affirmations)

B2 Other Monetary Assets	Grants receivable, Gift Aid claims, recharge debtors	Confirmed Nil by trustees based on full review of grant agreements and cash transactions (all grant entitlements were received in cash prior to year end; no debtors or accrued income outstanding at 31/12/2025)
B3 Investment Assets	Equities, deposit securities, fixed term funds	Confirmed Nil held by the charity (2024: Nil)
B4 Assets Retained for Charity's Own Use	Equipment, production staging, fixtures	No assets retained for the charity's own use have been separately reported at 31 December 2025. Equipment and production items purchased during the year are reflected within payments in the receipts and payments account; 2024: Nil)
B5 Liabilities	Creditors, accruals, advance grant repayments	Confirmed Nil by trustees based on review of post-year-end bank statements and supplier records (no unpaid supplier invoices, accrued costs, or grant repayment liabilities outstanding at 31/12/2025)

Statutory Notes Required for Charitable Incorporated Organisations (CIOs)

In accordance with Regulation 40 of the Charities (Accounts and Reports) Regulations 2008 and statutory reporting requirements for CIOs preparing Receipts and Payments accounts:

• Guarantees: The CIO has given no guarantees that could create an outstanding potential liability at 31 December 2025 (2024: None).

• Secured Debts: The CIO has no outstanding debts owed at 31 December 2025 which are secured by an express charge on any of the assets of the CIO (2024: None).

Trustees' Approval and Statement of Responsibilities

The trustees are responsible for preparing the accounts in accordance with the Charities Act 2011. These accounts and the Trustees' Annual Report were approved by the Board of Trustees on the date shown below and authorised for signature on its behalf.

Signature: _____ Signature: _____

Name: Carl Barry Beeson
Position: Treasurer and Trustee

Name: Danielle Corbishley
Position: Chair of Trustees

Date of Approval by the Board of Trustees: _____

5. Notes to the Financial Statements

Note 1: Basis of Preparation and Accounting Policies

a) Basis of Accounting: The accounts have been prepared on a Receipts and Payments basis in accordance with Section 133 of the Charities Act 2011 and the Charities (Accounts and Reports) Regulations 2008. Receipts and payments accounts summarise the cash movements into and out of the charity's bank account during the financial year.

b) Fund Accounting: General unrestricted funds represent funds that are available for use at the discretion of the trustees in furtherance of the general charitable objectives of Dance Reading. Restricted funds represent grants and donations received for specific charitable purposes or individual projects as designated by the funder.

c) Staff and Employees: The charity employs no direct staff and operates without a PAYE payroll. All artistic direction, project management, choreography, workshop delivery, and technical production are provided by independent freelance practitioners contracted on a project-by-project basis.

d) Taxation: As a registered charity, Dance Reading is generally entitled to charity tax exemptions on income and gains applied for charitable purposes, subject to the relevant statutory conditions.

Note 2: Movement in Restricted Project Funds

The charity accounts for projects individually to ensure restricted grant funds and project-specific revenues are expended strictly in compliance with grant agreements.

Project Fund Name	Type	Opening 01/01/2025 (£)	Receipts (£)	Payments (£)	Closing 31/12/2025 (£)
Summer of Dance (On The Block 2025)	Restricted	15,580.80	2,363.27	(8,639.64)	9,304.43
Children and Young People (CYP)	Restricted	7,320.15	0.00	(2,420.15)	4,900.00
Berkshire Community Foundation (BCF)	Restricted	4,900.00	0.00	(4,900.00)	0.00
JUMP Programme	Restricted	0.37	0.00	(0.37)	0.00
Cultural Education Partnership (CEP)	Restricted	230.05	0.00	0.00	230.05
Total Restricted Project Funds	**Restricted**	**28,031.37**	**2,363.27**	**(15,960.16)**	**14,434.48**
General Unrestricted Operating Fund	Unrestricted	3,705.01	1.00	(3,341.84)	364.17
Total Charity Funds	**All Funds**	**31,736.38**	**2,364.27**	**(19,302.00)**	**14,798.65**

Purpose and Operational Objectives of Restricted Funds:
• Summer of Dance / On The Block: Supports the flagship community street dance festival, live dance battles, town centre outdoor performances, and public workshops in Reading. The closing reserve of £9,304.43 represents unspent funding ring-fenced for subsequent festival delivery in accordance with grant terms and conditions, with funder agreement in place for roll-forward into 2026.
• Children and Young People (CYP): Dedicated to funded youth engagement, primary school residencies, and wellbeing dance sessions. During 2025, £2,420.15 was utilised towards project delivery, leaving a closing restricted balance of £4,900.00 ring-fenced for continuing youth programme delivery in 2026.
• Berkshire Community Foundation (BCF): Represents grant funding brought forward from 2024 (£4,900.00). This funding was fully utilised during 2025 towards delivery costs, successfully closing the fund at nil balance.
• JUMP Programme: Historic youth participation project and community showcase. The nominal residual balance of £0.37 was fully cleared to complete closure of the account.

• Cultural Education Partnership (CEP): Grant monies provided via Reading Borough Council to support dance and cultural education in local schools. Balance carried forward stands at £230.05.

Note 3: Related Party Disclosures and Trustee Transactions

In accordance with charity governance standards and the Charities (Accounts and Reports) Regulations 2008, the following disclosures are made regarding trustee transactions:

1. Trustee Remuneration: No trustee received any remuneration or personal financial benefit for their services as a trustee during the year (2024: £Nil).

2. Chair Software Catch-up Reimbursement: A one-off payment of £744.00 was approved by the Board of Trustees and disbursed on 29 December 2025 to Chair Danielle Corbishley. This was a reimbursement of organisational software subscription costs personally incurred on behalf of the charity, settling historical organisational Google Workspace packages paid across multiple previous periods. No element of remuneration or personal benefit was involved.

3. Accountancy Software Recharges: Routine monthly recharges totalling £38.76 were reimbursed at direct cost to Beeson Solutions Limited, an accountancy practice of which Trustee Carl Barry Beeson is a director. No commercial mark-up was applied. Carl Barry Beeson did not participate in any trustee decision concerning approval of the reimbursement.

4. Banking Testing Transaction: A £1.00 testing transaction executed by Carl Barry Beeson on 27 February 2025 was returned and reversed on the same banking day. To ensure the financial statements literally reflect all gross bank transactions recorded in the cash book, the £1.00 payment is included in Payments and the £1.00 return in Receipts, resulting in net nil impact on charity funds.

Note 4: Independent Examiner Remuneration

A professional fee of £100.00 was paid on 13 October 2025 to Laura Bodycot (Trade Invoice 1283) in respect of the independent examination of the prior year (2024) financial statements. The independent examination fee in respect of the 2025 financial statements (completed on 1 June 2026) will be accounted for in the 2026 financial year on a receipts and payments basis.

6. Trustees' Annual Report (TAR) - Narrative & Review

> **Trustees' Annual Report Section:** The text and schedules below form the substantive narrative of the Trustees' Annual Report, linking directly with the artistic achievements recorded in our 2024 Annual Report and presenting the detailed financial review for 2025.

Charity Background and Charitable Objects

Dance Reading, previously known as Junction Dance, was founded in 2014 when a collective of arts professionals, dancers, producers, writers, and teachers came together to strengthen and raise the profile of the dance landscape across Reading. Whilst the town was home to numerous dance schools and clubs teaching thousands of dancers, there were no dedicated venues programming dance, very few accessible or affordable performance spaces, and a lack of local professional development pathways.

Following extensive consultation across the dance sector, the organisation addressed professional development through skill sharing, leading to Reading's first month-long dance festival in November 2016. In December 2020, Dance Reading formally constituted as a Charitable Incorporated Organisation (CIO No. 1192879), governed by its constitution.

The charitable objects of the CIO, as set out in its governing document, are to advance the arts and dance education for the public benefit in Reading and surrounding areas by providing high-quality dance performances, workshops, participatory community dance activities, and professional development opportunities for local dancers and creative practitioners.

Public Benefit Statement

The trustees have complied with their duty under Section 17(5) of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission. In planning and overseeing the charity's activities, the trustees

ensure that all programmes, community street dance events, and youth workshops are accessible, inclusive, and directly beneficial to the cultural, physical, and mental wellbeing of the community across Reading.

Governance, Management and Trustee Appointment

Dance Reading is governed by its Board of Charity Trustees, who meet regularly to review strategy, financial performance, risk management, and artistic delivery. Under the CIO Constitution, new trustees are appointed by a resolution passed at a properly convened meeting of the charity trustees. The board seeks to maintain a diverse mix of skills across dance practice, education, community arts, finance, and charity governance.

Artistic Continuity and Operational Review: 2024 to 2025

The preceding year, 2024, was a landmark period of expansion for Dance Reading. The charity staged its inaugural Summer of Dance festival, delivered the vibrant Playground Tour in collaboration with The Place (touring new commissions by Vanhulle Dance Theatre and Sonia Sabri Company to five primary schools and inspiring over 1,000 children), premiered In Clouds with MCDC at Open for Art in partnership with Jelly, engaged hundreds at Forbury Fiesta, produced the Moving Stories youth project in South Reading primary schools, and hosted Jump 2024 at Queen Anne's School featuring over 200 young performers from 20 local dance schools.

Building on this strong foundation, 2025 served as an intensive delivery and consolidation period led by contracted Artistic Director Beth Allum and our dedicated team of freelance creative professionals. Having drawn down substantial grant funding in 2024 (£36,150.00), the charity's operational priority in 2025 was deploying these brought-forward restricted funds into live community delivery. Key highlights included:

• On The Block 2025 / Summer of Dance: Delivering our flagship street dance battle and community festival, creating an inclusive, high-energy stage in central Reading that brought together grassroots local dancers alongside top-tier UK professionals, generating £2,363.27 in participant and earned ticket revenue.

• Youth and Schools Delivery (CYP): Delivering targeted schools and youth engagement workshops funded by brought-forward restricted grants, utilising £2,420.15 of funding during 2025 and carrying forward £4,900.00 to support ongoing youth dance delivery in 2026.

• Berkshire Community Foundation (BCF) Programme: Successfully deploying £4,900.00 of restricted grant funding towards community production, fulfilling funder outcomes and closing the grant balance at nil.

• Freelancer and Artist Support: Continuing our commitment to the local cultural workforce, ensuring that over 75% of expenditure went directly to independent creative professionals (£14,565.19 paid to artists and practitioners).

Financial Review and Performance Overview

Total receipts for 2025 were £2,364.27 (including a £1.00 banking test return), compared with £40,094.34 in 2024. Receipts from charitable activities during 2025 were £2,363.27, derived entirely from earned event activities, ticket sales, participant workshop fees, and partner contributions for the Summer of Dance / On The Block event. The charity did not draw down new multi-year institutional grants during the period, choosing instead to focus managerial capacity on project delivery and drawing down brought-forward restricted funding.

Total payments for the year amounted to £19,302.00 (including a £1.00 banking test payment; 2024: £32,322.19). Consistent with the charity's core charitable objectives, the vast majority of expenditure (£14,565.19, representing 75.5% of total spend) was paid directly to dance artists, workshop leaders, choreographers, and creative freelancers. Venue and studio hire totalled £2,238.60, production and staging equipment totalled £1,150.36, and marketing totalled £129.59. Essential insurance, IT infrastructure, and statutory governance overheads totalled £1,217.26.

The net result for the year was a planned net cash outflow of £16,937.73 (2024: net cash inflow of £7,772.15). This drawdown reflects the deliberate utilisation of restricted grant funds carried forward from 2024, successfully achieving the programme milestones agreed with funding partners.

Year-on-Year Financial Comparison

The table below presents a comparative analysis of receipts and payments between 2025 and 2024, including variances in monetary amounts and percentage terms.

Financial Heading	2025 (£)	2024 (£)	Variance (£)	Variance (%)	Key Commentary

Grants and funding awards	0.00	36,150.00	(36,150.00)	-100.0%	Focus on delivery of brought-forward grants
Charitable activity receipts	2,363.27	3,458.21	(1,094.94)	-31.7%	Summer of Dance / On The Block ticket sales
Other receipts / refunds	0.00	486.13	(486.13)	-100.0%	Prior year included one-off refunds
Banking testing return (Note 3)	1.00	0.00	+1.00	N/A	Same-day test transaction return
TOTAL RECEIPTS	**2,364.27**	**40,094.34**	**(37,730.07)**	**-94.1%**	**Consolidation year without new grant awards**
Direct charitable artist fees	14,565.19	28,308.42	(13,743.23)	-48.5%	75.5% of total budget deployed to artists
Venue and studio hire	2,238.60	1,128.84	+1,109.76	+98.3%	Expanded rehearsals and venue bookings
Production and equipment	1,150.36	2,631.49	(1,481.13)	-56.3%	Efficient reuse of event equipment
Marketing and promotion	129.59	0.00	+129.59	N/A	Targeted promotional banner printing
Insurance and governance	1,217.26	253.44	+963.82	+380.3%	Includes one-off IT catch-up reimbursement
Banking testing payment (Note 3)	1.00	0.00	+1.00	N/A	Same-day test transaction payment
TOTAL PAYMENTS	**19,302.00**	**32,322.19**	**(13,020.19)**	**-40.3%**	**Controlled spend aligned to project plans**
NET CASH MOVEMENT	**(16,937.73)**	**7,772.15**	**(24,709.88)**	**N/A**	**Planned expenditure of restricted reserves**
CLOSING CASH BALANCE	**14,798.65**	**31,736.38**	**(16,937.73)**	**-53.4%**	**Fully reconciled to bank at 31 Dec 2025**

Reserves Policy and Financial Position Assessment

Policy Framework:
The trustees review the charity's reserves policy on an annual basis to ensure sufficient financial protection against unforeseen liabilities, operational disruptions, or delays in grant funding. In accordance with Charity Commission guidance CC19, reserves are defined as freely available unrestricted funds. The policy establishes a target operating buffer of three to six months of essential core operating expenditure.

Evaluation at Year-End:
At 31 December 2025, total cash funds held were £14,798.65. Of this balance, £14,434.48 is restricted to specific project deliverables (£9,304.43 for Summer of Dance / On The Block, £4,900.00 for Children and Young People, and £230.05 for CEP). The unrestricted free reserve of £364.17 was below the trustees' target range of £750 to £2,500 at year end. Based on estimated essential core expenditure of approximately £3,000 to £5,000 per annum, the balance represented approximately 0.9 to 1.5 months of core running costs.

The trustees have reviewed this position and are confident in the charity's financial resilience because: (1) baseline core running costs are modest, predictable, and managed with extreme care, (2) the charity holds £14,434.48 of restricted funds available towards the associated planned project delivery in 2026, and (3) unrestricted cash generation is planned for 2026 through unrestricted fundraising to rebuild the free reserve into its target range. The trustees are satisfied that the charity has adequate financial resources to continue operations for the foreseeable future (at least twelve months from the date of approval of these accounts).

Risk Management

The trustees maintain oversight of the major operational, financial, and regulatory risks facing the charity. Key risks include dependency on project grant funding, health and safety management during public and outdoor dance events, and retention of contracted creative freelance leadership. These risks are mitigated through comprehensive event risk

assessments and public liability insurance, rigorous fund accounting controls, and maintaining free unrestricted reserves within target levels.

Outlook and Forward Strategy for 2026

With the completion of the BCF and JUMP projects, the charity enters 2026 with clear project priorities. The board's financial strategy for 2026 focuses on:
1. Delivering the next phase of the Summer of Dance / On The Block event utilising the £9,304.43 restricted balance in accordance with funder conditions.
2. Continuing the Children and Young People (CYP) programme utilising the £4,900.00 brought-forward restricted balance to engage local youth and schools.
3. Rebuilding the unrestricted general reserve towards its target range (£750 to £2,500) through unrestricted fundraising, while maintaining strict overhead control.

7. Detailed Cash Reconciliation & Nominal Mapping

Cash Book Reconciliation at 31 December 2025

Opening Bank Balance as at 1 January 2025	**Co-operative Bank Current Account**	**£31,736.38**
Add: Total Gross Receipts in 2025	Summer of Dance income (£2,363.27) + test return (£1.00)	£2,364.27
Less: Total Gross Payments in 2025	Direct charitable spend, venue, admin (£19,301.00) + test (£1.00)	(£19,302.00)
Closing Cash Book Balance at 31 December 2025	**Calculated Cash Book Balance**	**£14,798.65**
Actual Bank Statement Balance at 31 December 2025	**Co-operative Bank Statement 53**	**£14,798.65**
Variance / Unreconciled Difference	**Fully Balanced / Zero Variance**	**£0.00**

Breakdown of 2025 Expenditure by Cash Book Nominal Code

Nominal Code	Statutory Category	Unrestricted	Restricted	Total (£)	% Total
Subcontractor costs	Direct charitable: artist/practitioner fees	£0.00	£14,565.19	£14,565.19	75.46%
Rent	Venue and studio hire	£1,458.60	£780.00	£2,238.60	11.60%
Other direct costs	Production, staging and equipment	£0.00	£309.85	£309.85	1.61%
Sundry expenses	Production (£292.02) / Admin (£535.39)	£535.39	£292.02	£827.41	4.29%
Travel and subsistence	Production volunteer travel expenses	£0.00	£13.10	£13.10	0.07%
Advertising and PR	Marketing: banners and event print	£129.59	£0.00	£129.59	0.67%
IT and Software	Governance: Google subscriptions	£831.89	£0.00	£831.89	4.31%
Insurance	Governance: annual public liability & indemnity	£246.61	£0.00	£246.61	1.28%
Accountancy fees	Governance: Xero accounting recharges	£38.76	£0.00	£38.76	0.20%
Other legal & prof.	Governance: independent examination fee (prior year)	£100.00	£0.00	£100.00	0.52%
Bank charges	Banking test transaction payment (Note 3)	£1.00	£0.00	£1.00	0.01%
TOTAL PAYMENTS	**All Nominal Accounts Reconciled**	**£3,341.84**	**£15,960.16**	**£19,302.00**	**100.00%**

Charity Commission Portal Submission Checklist

When completing the annual return on the Charity Commission digital portal:

1. Financial Period: Confirm accounting period as 1 January 2025 to 31 December 2025.
2. Accounting Method: Select 'Receipts and Payments'.
3. Gross Income: Enter £2,364 (gross cash receipts rounded to whole pounds; or enter £2,364.27 if exact pence permitted).
4. Total Expenditure: Enter £19,302 (gross cash payments rounded to whole pounds; or enter £19,302.00).
5. Independent Examination: The independent examination was completed on 1 June 2026 and the examiner reported no matters requiring attention, issued by Laura Bodycot BSc (Hons), AATQB on 1 June 2026.
6. Document Upload: Upload the signed copy of the Trustees' Annual Report, Accounts (CC16a/CC16b), and the signed Independent Examiner's Report (included in this unified document pack).