

**English National Ballet Limited
and Subsidiary**
(Limited by Guarantee)

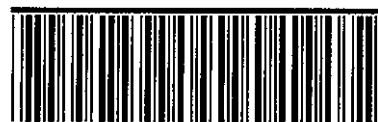
Report and accounts

1 April 1995

Registered in England and Wales

company number 735040

Registered Charity number 214005



A62 *A08RIHJR* 259
COMPANIES HOUSE 22/12/95

COMPANIES HOUSE 13/12/95

English National Ballet Limited and Subsidiary

Governors' report and accounts

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English National Ballet Limited and Subsidiary

Statement of the Chairman of the Governors

Once again I am happy to be able to report a year which has been full of artistic and financial successes. The reports of the Artistic and Executive Directors give full details of both. However, it is perhaps inevitable that I need to concentrate in my statement on two factors which continue to threaten the Company's ability to maintain recent progress on both fronts. They are the level of our grant funding and the lack of a suitable London theatre, both of which will be familiar to those of you who have read previous years' Annual Reports.

Last year I warned that the recent improvements in the Company's work would be jeopardised if the value of our Arts Council grant were eroded by inflation. I am delighted to say that my words were heard in high places, and that our grant for 1995/96 has been increased by £300,000 to £3,903,000. However, £200,000 of that increase was for specific additional items of expenditure, leaving £100,000 to cover inflation, which it failed to do by some £25,000. We are now told to plan on a standstill grant for 1996/97 and beyond, which means that inflation will have wiped out the entire £300,000 increase by mid-1997/98. We will still be committed, however, to some of the specific additional expenditure referred to above. We are, of course, very pleased that the Arts Council listened to us last year, and it was certainly much better than receiving no increase at all, but the long-term outlook on grants is no rosier than before.

One of the Company's perennial problems has been the lack of a suitable large theatre in London which both shows the Company to best advantage (unlike the Royal Festival Hall) and is available for the right periods at an affordable rent (unlike the London Coliseum). We had hoped that some solution might be achievable when a study of lyric theatre provision in London was published in December 1994. The report said, controversially in our opinion, that there was not a large enough dance audience in London to justify a dedicated dance theatre. It focussed on the expectation that English National Opera might put on fewer performances, and recommended that we perform all of our London seasons, including Christmas, at the London Coliseum. We have had protracted discussions to determine whether this would be possible, both operationally and financially, but again both theatre availability and costs have been stumbling blocks. We are now advising the South Bank Centre on the considerable work that would be required for the Royal Festival Hall to become a satisfactory lyric theatre. All in all, there has been a lot of excitement, there are a number of interesting possibilities, but progress is painfully slow, and promising avenues have a disconcerting habit of evaporating unexpectedly. At least there should be plenty to report on next year!

Pamela, Lady Harlech
Chairman

English National Ballet Limited and Subsidiary

Report of the Artistic Director

Much has been written about the improved standards of dancing which I have made my priority since coming to the Company. I decided that the first new full length ballet for which I was entirely responsible should be one that highlighted the technical capabilities of the *Corps de Ballet*, both to give the dancers something to strive for and to show to audiences and critics the improvement that had taken place. Accordingly, I chose *Giselle*, which was premiered in Manchester in October 1994, and I am pleased to say that the whole Company acquitted itself well. Once again, I must pay tribute to both ballet staff and dancers for their tremendous work, without which this improvement could not have been made.

I was also very pleased to revive Rudolf Nureyev's production of *Romeo & Juliet*, which has not been seen in this country since 1988. This production was created for this company in 1977 and is a great part of our heritage. It also acted as a fitting tribute for its creator. Since the year end we have staged another completely new ballet from Mauro Bigonzetti, *Symphonic Dances*, which is choreographed to Rachmaninov's music of the same name. Like his previous work for us, *X. N. Tricities*, it was created for the Middle Scale Tour and has transferred very well to the large stage in London.

My thoughts at the moment are filled with a completely new *Alice in Wonderland*, which I am choreographing and producing. It receives its premiere in Southampton in October 1995 before continuing on tour through the Autumn and coming into the London Coliseum in March 1996. It is a full length work based on Lewis Carroll's wonderful stories which will, I hope, provide a new entertaining introduction to ballet for families. In due course, I would hope to see it take some of the strain from the repeated *Nutcrackers* which so dominate the Christmas period. I wanted the music to be new but still have a familiar "feel", so I asked Carl Davis to select and arrange some of Tchaikovsky's non-balletic works. However, *Alice* is a work of mystery and surprise so, in addition to Sue Blane's highly inventive sets and costumes and Hugh Vanstone's lighting, we have engaged Paul Kieve to advise on illusions and effects, with the result that nothing is ever quite what it appears.

Derek Deane
Artistic Director

English National Ballet Limited and Subsidiary

Report of the Executive Director

We have now recorded our fifth consecutive year of surplus, a feat of which very few other arts companies can boast. In these five years our accumulated deficit has been reduced by £455,000 and now stands at a relatively comfortable £103,439. A large part of the credit for the size of this improvement belongs to an anonymous donor who has given us £66,000 a year for five years, a total of £330,000. I would like to express our very great thanks to him for this tremendous support, without which our financial position would still be very difficult.

Our Box Office income was lower this year than last because the steadily declining real value of our Arts Council grant forced us to reduce our touring commitment in England. We tried to fill this gap by arranging a two-week season at the new Edinburgh Festival Theatre, where we had great hopes of both an artistic and a commercial triumph. However, although the season was a success artistically, the experience of a lifetime, that new theatres always attract an audience for the first few months, was confounded by very poor attendances for all programmes. To set against that, the 1994/95 Christmas season at the Royal Festival Hall attracted a record audience of almost 80,000 people.

You will see that we undertook no foreign touring in 1994/95. This was because Derek Deane wished to ensure that the Company's dancing was of a standard that we could be proud of when we next represented the country abroad. Since the year end we have resumed our travels with tours to Korea and Italy, and we have further interesting plans for the future.

Sponsorship and Fundraising income was more satisfactory this year than for a few years past, principally because of Nomura International plc's very generous sponsorship of our 1994 Summer season in London. Although we retain a core of supporters the trend towards smaller individual sponsorships is continuing, and thus income targets are increasingly difficult to achieve. I believe that the greatest commercial challenge facing us at the moment is to find new and sustainable corporate contributors.

To finish on an up-beat note, our Education & Community Unit has continued to impress everyone with the quality of its work. The level of activity in 1994/95 was slightly less than the previous year because the *Striking a Balance* project, which was funded by Sainsbury's, came to an end. However, the Unit does not believe in resting on its laurels, and was the only dance company to receive an award from Sainsbury's *Arts for All* programme for another project, *Passport to Ballet*, which commenced in August 1995. The project is taking place in Westminster and the New Forest and its purpose is to introduce young people between the ages of 8 and 12, their teachers and families to ballet.

Carole McPhee
Executive Director

English National Ballet Limited and Subsidiary

Governors' report

The Governors submit their report and the audited accounts for the 52 weeks to 1 April 1995.

Results

The trading results are set out in the consolidated income and expenditure account.

Review of activities

The Company has been established to further knowledge and enjoyment of classical ballet, which it does through public performance and education outreach work.

The basic pattern of activity has and will remain unchanged, with tours to regional centres in the autumn and spring, and seasons in London in summer and at Christmas. The company's sponsorship and other trading activities were undertaken by English National Ballet Enterprises Limited.

Fixed assets

The movements in fixed assets are set out in note 5 to the accounts.

Future developments

The Company will continue with its planned programme which is dependent on the continuing support of the City of Westminster and the Arts Council of England.

Board of Governors

The following served during the year:

Pamela, Lady Harlech*	Chairman
Nicholas Allott	
William Barnard FCA*	
Cllr Roger Bramble DL*	
Carl Davis	(appointed 23 May 1995)
Diana Donovan	
Denise Fiennes*	
Dudley Fishburn MP	(retired 25 January 1995)
Michael Kremer	
Chrysanthe Lemos	
Veronica Lewis	
The Baroness de Mandat-Grancey	
Peter Mandelson MP	(appointed 26 July 1995)
Angela Rippon	
Jeremy Sacher	
The Rt. Hon Sir Konrad Schiemann	(appointed 23 May 1995)
Bruno Schroder	(elected 19 May 1994)
John Talbot FCA*	

English National Ballet Limited and Subsidiary

Governors' report (continued)

Hon Mrs Felicity Waley Cohen
Prue Waterhouse

(elected 19 May 1994)

Governors marked with an asterisk (*) are also members of the Finance and General Purposes Committee. Governors are, for the period of their appointment, also Members of the Company, guaranteeing a maximum of £1 each in the event of the Company's insolvent liquidation. New Governors are elected by the Members of the Company, and serve for a maximum of six years, except that this period is extended for those holding the posts of Chairman, Deputy Chairman and Hon. Treasurer.

Principal Officers

The following served during the period:

Derek Deane	(Artistic Director)
Carole McPhee	(Executive Director)
Richard Elliott	(Finance Director and Company Secretary)
Richard Shaw	(Director of Public Affairs)
Alan Riches	(Technical Director)

Status

The company is a registered charity, limited by guarantee and does not have a share capital.

Statement of governors' responsibilities

Company law requires the governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and the group and of the profit or loss for that period. In preparing those financial statements, the governors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable 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 group will continue in business.

The governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and the group and to enable them to ensure that the financial statements comply with the Companies Act 1985. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and the group, and to prevent and detect fraud and other irregularities.

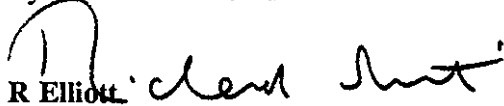
English National Ballet Limited and Subsidiary

Governors' report (continued)

Auditors

On 6 February 1995 our auditors changed the name under which they practise to KPMG, and accordingly, have signed their report in their new name. In accordance with Section 384 of the Companies Act 1985, a resolution for the re-appointment of KPMG as auditors of the company, is to be proposed at the forthcoming Annual General Meeting.

By order of the Board



R Elliott
Secretary

Markova House
39 Jay Mews
London SW7 2ES

English National Ballet Limited and Subsidiary

Governors' report (continued)

Sponsorship and fund raising

English National Ballet Limited wishes to acknowledge with gratitude the vital support received from the following individuals, trusts and corporations during the period. Such generosity is vital to the development of new projects and to artistic growth.

Mrs Luay Al Swaidi
American Friends of English National Ballet
Andersen Consulting
Arthur Andersen
Ashurst Morris Crisp & Co
Associated British Ports Holdings plc
Associated Newspapers Limited
Azzero
David M Bain
Baring Brothers (España) S.A.
Mr and Mrs William Barnard
Mrs Gabriella Bassatne
Mr Roger Bramble
Pete and Chris Brandon
British Rail/InterCity
Cable & Wireless
Mr Jose Maria Cano
Mrs Stanley Cayzer
Cellnet
Chanel Limited
Chruchill Inter. Continental Hotel
Mrs Lourdes Collen
Continental Airlines
D.C.A./Attachmate
Denton Hall
Digital Equipment Co. Limited
K Fallah
The Lady Farnham
The Hon Mrs Seymour Fortescue
Foundation for Sport and the Arts
Mr and Mrs Michael Garner
Mme Asun Gelardin
Mr & Mrs Kim D Gustafson
ICL
Mrs Judita Hirsch
Iceland Frozen Foods
Mary Jordan
Lazard Brothers
Legal and General
Le Baron and La Baronne Jacques De Mandat-Grancey
Manweb plc

English National Ballet Limited and Subsidiary

Governors' report (*continued*)

Sponsorship and fund raising (*continued*)

Motorola
National Westminster Bank PLC
NCR Limited
NEC (UK) Limited
Nomura International plc
Norwich Union
Ocean Group PLC (P.H. Holt Charitable Trust)
Avvocato Vincenzo Palladino
Mr AN Papathomas
Pilkington Plc
Portugal 600
Red Funnel
Mrs Carmen Riera
Mr Jose Roji
Miss Sofia Roji
Miss Rocio Roji
Sainsbury's Arts Education Award
Save & Prosper Education Trust
Charles Scott & Partners
Mr James Sherwood
Mr & Mrs Emmett Carter Smith
Mr David Tang
Terry Murphy (Scenery) Limited
Texaco Limited
The Association of English National Ballet
The Audrey Sacher Charitable Settlement
The Daily Mail
The Daily Telegraph
The Daniel D Prenn Foundation
The Gilbert & Eileen Edgar Foundation
The John Ellerman Foundation
The Nyda and Oliver Prenn Foundation
The Royal Commissioners of 1851
The South Bank Centre
Thorn EMI
Time-Life International Limited
Unilever PLC
S G Warburg & Co Ltd, Custody & Investor Services Division
The Hon Mrs S Weinstock
Mrs Ida Whitehead
Wilde Sapte

English National Ballet Limited and Subsidiary

Statistics 1994/95

1 Box office income and attendances

	Ticket sales	1994/95 Number of perfs.	Attend- ances	Ticket sales	1993/94 Number of perfs.	Attend- ances
	£			£		
London	1,710,368	64	113,166	1,559,821	70	101,397
Regions and Scotland	1,384,188	110	114,426	1,626,923	125	135,163
	<u>3,094,556</u>	<u>174</u>	<u>227,592</u>	<u>3,186,744</u>	<u>195</u>	<u>236,560</u>
Foreign tours	-	-		94,108	13	
	<u>3,094,556</u>	<u>174</u>		<u>3,280,852</u>	<u>208</u>	

The U.K. sales figure of £3,094,556 (1994: £3,186,744) is shown after accounting for VAT of £541,547 (1994: £557,680) to HM Customs and Excise.

2 Income as a percentage of total expenditure

	1994/95	1993/94	1992/93	1991/92	1990/91
	%	%	%	%	%
Earned income	43.4	44.8	45.2	42.8	48.4
Arts Council Grant	47.8	46.7	46.8	46.5	43.8
Local Authority Grant	1.4	1.4	1.4	1.3	1.5
Grants for specific projects	2.7	3.2	3.7	1.8	2.9
Sponsorship	5.8	4.9	4.5	9.1	4.1
Surplus	(1.1)	(1.0)	(1.6)	(1.5)	(0.7)
	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>



Report of the auditors to the members of English National Ballet Limited

We have audited the financial statements on pages 11 to 24.

Respective responsibilities of governors and auditors

As described on page 5 the company's governors are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

Basis of opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the governors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the group's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Fundamental uncertainties

In forming our opinion, we have considered the adequacy of the disclosures made in the financial statements concerning the basis on which they were prepared. The financial statements have been prepared on a going concern basis, the validity of which is primarily dependent upon the continued financial support of the Arts Council of England. The financial statements do not reflect any adjustments that would be necessary should the going concern basis be inappropriate. Details of the circumstances which relate to this fundamental uncertainty are set out in note 1 which also describes the adjustments that would be necessary if the going concern basis is not appropriate. Our opinion is not qualified in this respect.

Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the company and the group as at 1 April 1995 and of the excess of income over expenditure of the group for the 52 weeks then ended and have been properly prepared in accordance with the Companies Act 1985.

KPMG
Chartered Accountants
Registered Auditors

30 November 1995

English National Ballet Limited and Subsidiary

Consolidated income and expenditure account for the year ended 1 April 1995

	<i>Notes</i>	52 weeks ended 1 April 1995 £	52 weeks ended 2 April 1994 £
Income - continuing operations			
Ticket sales		3,094,556	3,280,852
Sponsorship and fund raising	<i>3</i>	436,542	382,338
Interest receivable		13,219	9,005
Hires and sundry		159,447	171,642
Grants for specific projects	<i>3</i>	196,714	248,410
		<hr/>	<hr/>
Total income		3,900,478	4,092,247
		<hr/>	<hr/>
Expenditure			
<i>Costs of productions</i>		519,000	656,415
		<hr/>	<hr/>
<i>Performance, rehearsals and staging</i>			
Artists and technical staff salaries		2,531,463	2,539,911
Theatre charges		1,024,080	979,085
Orchestra and music staff salaries		1,016,119	974,480
Subsistence and travelling		468,296	471,325
Stage and wardrobe		321,848	296,259
Marketing		512,467	484,936
Royalties		32,265	56,184
Education and community		132,862	146,294
		<hr/>	<hr/>
		6,039,400	5,948,474
		<hr/>	<hr/>

English National Ballet Limited and Subsidiary

Consolidated income and expenditure account
for the year ended 1 April 1995
(continued)

	Notes	52 weeks ended 1 April 1995 £	52 weeks ended 2 April 1994 £
<i>General</i>			
Administration		437,244	476,128
Offices and other premises		398,588	442,515
Professional fees		3,713	7,839
Auditors' remuneration		5,465	7,061
Medical		50,051	101,023
Miscellaneous		33,697	33,284
Bank interest		5,337	10,346
Depreciation		35,223	33,041
Bad debts		-	1,259
		<hr/> 969,318	<hr/> 1,112,496
Total expenditure		<hr/> 7,527,718	<hr/> 7,717,385
Net operating costs		<hr/> 3,627,240	<hr/> 3,625,138
<i>Grants</i>			
Arts Council of Great Britain		3,602,930	3,602,416
Westminster City Council		104,800	104,800
		<hr/> 3,707,730	<hr/> 3,707,216
Surplus in the period before taxation		80,490	82,078
Corporation tax		-	591
Surplus in the period after taxation	4,14	<hr/> 80,490	<hr/> 82,669

There are no recognised gains or losses other than those shown above.


English National Ballet Limited and Subsidiary

Consolidated balance sheet at 1 April 1995

	Notes	1995 £	£	1994 £	£
Tangible fixed assets	5	799,156		778,135	
Current assets					
Productions in progress		35,768		39,492	
Stocks		52,711		48,039	
Debtors	7	436,861		228,004	
Cash at bank and in hand		43,056		1,196,141	
		<u>568,396</u>		<u>1,511,676</u>	
Creditors: amounts falling due within one year	8	(906,658)		(1,909,407)	
Net current liabilities		<u>(338,262)</u>		<u>(397,731)</u>	
Net assets		<u>460,894</u>		<u>380,404</u>	
Reserves					
Building fund	9,14	564,333		569,803	
Accumulated deficit	14	(103,439)		(189,399)	
		<u>460,894</u>		<u>380,404</u>	

These accounts were approved by the Board of Governors on
signed on its behalf by:

22 November 1995 and were



Governors



English National Ballet Limited

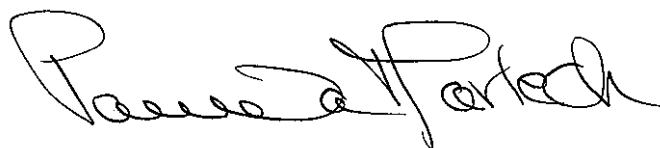
Company balance sheet at 1 April 1995

	Notes	1995		1994	
		£	£	£	£
Fixed assets					
Tangible fixed assets	5	799,156		778,135	
Investments	6	2		2	
		<u>799,158</u>		<u>778,137</u>	
Current assets					
Productions in progress		35,768	39,492		
Stocks		52,711	48,039		
Debtors	7	436,166	228,259		
Cash at bank and in hand		3,981	1,175,708		
		<u>528,626</u>	<u>1,491,498</u>		
Creditors: amounts falling due within one year	8	<u>(864,904)</u>	<u>(1,888,035)</u>		
Net current liabilities		<u>(336,278)</u>	<u>(396,537)</u>		
Net assets		<u>462,880</u>	<u>381,600</u>		
Reserves					
Building fund	9,14	564,333	569,803		
Accumulated deficit	14	(101,453)	(188,203)		
		<u>462,880</u>	<u>381,600</u>		

These accounts were approved by the Board of Governors on
signed on its behalf by:

22 November 1995 and were

Governors




English National Ballet Limited and Subsidiary

Consolidated cash flow statement 1 April 1995

	Notes	52 weeks ended 1 April 1995 £ £	52 weeks ended 2 April 1994 £ £
Net cash (outflow)/inflow from operating activities	15	(1,475,559)	118,649
Return on investments and servicing of finance			
Interest received		13,219	9,005
Interest paid		(5,337)	(9,846)
		<hr/>	<hr/>
Net cash inflow/(outflow) from returns on investment and servicing of finance		7,882	(841)
Taxation			
Tax received		-	591
		<hr/>	<hr/>
		-	591
Investing activities			
Payments to acquire tangible fixed assets		(56,244)	(2,489)
Disposal of tangible fixed assets		-	1,950
		<hr/>	<hr/>
Net cash outflow from investing activities		(56,244)	(539)
Net cash (outflow)/inflow before financing		<hr/> (1,523,921) <hr/>	<hr/> 117,860 <hr/>
(Decrease)/increase in cash and cash equivalents	16	<hr/> (1,523,921) <hr/>	<hr/> 117,860 <hr/>

English National Ballet Limited and Subsidiary

Notes

(forming part of the accounts)

1 Accounting policies

The company substantially relies upon funding by grants from the Arts Council of England (formerly the Arts Council of Great Britain) and Westminster City Council for its current and future commitments.

For Companies Act purposes the governors constitute directors of the company.

Basis of accounts

The accounts are prepared on the going concern basis, under the historical cost convention, and in accordance with applicable accounting standards.

The company substantially relies on funding in the form of grants from the Arts Council of England for its current and future commitments, and operates on the basis that, taking one year with another, its revenue will match its expenditure.

The company's available assets consist of leasehold properties or are tied up in working capital, neither of which is easily realisable.

The Governors are determined that the company should continue to perform classical ballet, provided it is financially viable for it to do so. This is dependent upon the availability of continued funding from the Arts Council of England. The Governors ensure that the relevant officers of the Arts Council of England are kept informed of the company's achievements, plans and aspirations at all times.

Should the going concern basis prove to be inappropriate, adjustments would have to be made to reduce the value of the assets to their recoverable amount, to provide for any further liabilities that might arise, and to reclassify fixed assets as current assets.

Production costs

Production costs are written off in the year of first performance.

Productions in progress represents costs incurred on future productions.

Depreciation

Depreciation is charged against fixed assets in order to write off the cost of assets over the useful economic life of the asset.

Leaseholds are depreciated over the remainder of the term of the lease.

Motor vehicles are depreciated in equal annual instalments over five years, except for a second-hand tractor unit, purchased on 31 March 1995, which will be depreciated over two years.

Equipment is depreciated in equal annual instalments over five years.

English National Ballet Limited and Subsidiary

Notes (continued)

1 Accounting policies (continued)

Stocks

Stocks of ballet shoes have been carried forward at the lower of cost and net realisable value, in order to write off their cost in the year of use.

2 Accounting format

In accordance with paragraph 3, sub-paragraph 3, of Schedule 4 of Companies Act 1985, the governors have adapted the formats required by Schedule 4 due to the special nature of the company's business as referred to in the Review of Business within the Governors' report.

3 Income

The results for Middle Scale touring are included in the relevant income and expenditure headings. They can be summarised as follows:

	52 weeks ended 1 April 1995 £	52 weeks ended 2 April 1994 £
<i>Middle Scale tour</i>		
Fees from theatres	119,879	114,316
Grants for specific projects	199,960	133,965
	<hr/>	<hr/>
Total income	319,839	248,281
Performance, rehearsals and staging expenditure	(398,135)	(304,620)
	<hr/>	<hr/>
Funded from own resources	(78,296)	(56,339)
	<hr/>	<hr/>

No foreign tours were undertaken during 1994/95.

Included within the sponsorship and fundraising total of £436,542 are BSIS awards of £7,000 for the sponsorship of a new ballet by Parfac Parfum & Accessories UK Limited and £2,000 for an evening sponsorship at High Wycombe by DCA.

English National Ballet Limited and Subsidiary

Notes (continued)

3 Income (continued)

	51 weeks ended 1 April 1995 £	52 weeks ended 2 April 1994 £
<i>Grants for specific projects</i>		
Arts Council of Great Britain	196,714	188,410
British Council	-	60,000
	<u>196,714</u>	<u>248,410</u>

4 Parent company results

Of the group surplus, £81,280 is dealt with in the accounts of English National Ballet Limited. As permitted by section 230 of the Companies Act 1985 no separate income and expenditure account is presented for the company.

5 Tangible fixed assets

	Total £	Long leaseholds £	Short leaseholds £	Equipment £	Motor vehicles £
<i>Company and Group Cost</i>					
At 2 April 1994	1,024,576	669,502	224,295	118,774	12,005
Additions	56,244	-	-	44,244	12,000
	<u>1,080,820</u>	<u>669,502</u>	<u>224,295</u>	<u>163,018</u>	<u>24,005</u>
At 1 April 1995					
	<u>1,080,820</u>	<u>669,502</u>	<u>224,295</u>	<u>163,018</u>	<u>24,005</u>
<i>Depreciation</i>					
At 2 April 1994	246,441	74,240	70,390	97,810	4,001
Charge for the period	35,223	5,470	12,680	14,672	2,401
	<u>281,664</u>	<u>79,710</u>	<u>83,070</u>	<u>112,482</u>	<u>6,402</u>
At 1 April 1995					
	<u>281,664</u>	<u>79,710</u>	<u>83,070</u>	<u>112,482</u>	<u>6,402</u>
<i>Net book value</i>					
At 1 April 1995	799,156	589,792	141,225	50,536	17,603
	<u>799,156</u>	<u>589,792</u>	<u>141,225</u>	<u>50,536</u>	<u>17,603</u>
At 1 April 1994	778,135	595,262	153,905	20,964	8,004
	<u>778,135</u>	<u>595,262</u>	<u>153,905</u>	<u>20,964</u>	<u>8,004</u>

English National Ballet Limited and Subsidiary

Notes (continued)

6 Investments

	1995	1994
	£	£
Shares in subsidiary undertaking	<u>2</u>	<u>2</u>

The company owns the whole share capital comprising 2 fully paid up ordinary shares of £1 each of English National Ballet Enterprises Limited, a company registered in England and Wales. The principal activity of English National Ballet Enterprises Limited is raising sponsorship.

7 Debtors

Group	1995	1994
	£	£
Trade debtors	47,185	13,236
Amounts owed by related parties	15,144	12,485
Other debtors	248,800	23,748
Prepayments and accrued income	<u>125,732</u>	<u>178,535</u>
	<u>436,861</u>	<u>228,004</u>
Company		
Trade debtors	36,411	4,595
Amounts owed by subsidiary undertaking	12,775	15,219
Amounts owed by related parties	15,144	12,485
Other debtors	248,800	23,748
Prepayments and accrued income	<u>123,036</u>	<u>172,212</u>
	<u>436,166</u>	<u>228,259</u>

Other debtors include £210,000 of Arts Council grant for 1994/95 which was paid on 5 April 1995, the equivalent instalment in the previous year was received in March 1994.

English National Ballet Limited and Subsidiary

Notes (continued)

8 Creditors: amounts falling due within one year

Group	1995		1994	
	£	£	£	£
Bank overdraft		370,836		-
Trade creditors		157,867		234,545
Grants received in advance		26,595		1,434,767
Other creditors including taxation and social security:				
Social security & PAYE	93,456		90,191	
Income tax	29,869		14,666	
VAT	91,837		28,475	
Other	26,153		12,514	
		<u>241,315</u>		<u>145,846</u>
Accruals and deferred income		110,045		94,249
		<u>906,658</u>		<u>1,909,407</u>
Company				
Bank overdraft		370,836		-
Trade creditors		157,869		234,545
Amounts owed to subsidiary undertaking		9,173		22,890
Grants received in advance		26,595		1,434,767
Other creditors including taxation and social security:				
Social security & PAYE	93,456		90,191	
VAT	77,144		18,880	
Other	26,153		12,514	
		<u>196,753</u>		<u>121,585</u>
Accruals and deferred income		103,677		74,248
		<u>864,903</u>		<u>1,888,035</u>

The Company has an overdraft facility with Coutts & Co. which is secured by a legal charge on the lease of Markova House. This charge ranks prior to the legal charge referred to in note 9 below.

At 2 April 1994 grants received in advance included £1,549,413 from the Arts Council of England which was received in late March 1994 in respect of 1994/5. The corresponding amount for 1995/96 was received on 5 April 1995.

English National Ballet Limited and Subsidiary

Notes (continued)

9 Building fund

The following grants were received for the acquisition of the leasehold and in the adaptation of Markova House, London SW7 and are included in the Building Fund:

- (a) Arts Council of Great Britain £125,000 - Capital Grant offered 30 July 1976.
- (b) Greater London Council £75,000. Grant offered 26 July 1976, subject to the following conditions:

This grant is repayable in the event of the company disposing of the property without GLC consent. It is secured by a legal charge on the lease of Markova House, subject to a prior charge in favour of Coutts & Co. The charge is now held by Westminster City Council.

10 Remuneration of governors

The board are all non-executive governors and none received remuneration in the year (1994: *£nil*). The governors and officers of the Company are covered by Directors Liability Insurance, with maximum cover of £1 million.

11 Employees

The average number of permanent employees in the year was 117 (1994: 123).

The aggregate staff costs of the employees during the 52 weeks was:

	1995 £	1994 £
Wages and salaries	2,323,747	2,314,591
Social security costs	259,322	276,716
Other pension costs	67,823	54,358
	<hr/>	<hr/>
	2,650,892	2,645,665
	<hr/>	<hr/>

12 Pensions

The company operates three pension schemes of which two are defined contribution schemes and one is a defined benefit scheme. The assets of all schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the funds and amounted to £67,823 (1994: £54,358). Contributions totalling £7,748 (1994: £5,678) due to one of the funds had been paid to the fund in advance of requirements at the period end and are included in debtors. Also the company pays additional fees to members of the English National Ballet Orchestra to enable them to make additional contributions to their own pension plans.

English National Ballet Limited and Subsidiary

Notes (continued)

13 Capital

The liability of the members is limited to £1 per member.

14 Reserves

Group	1995		1993/1994	
	Accumulated deficit £	Building fund £	Accumulated deficit £	Building fund £
Balance brought forward	(189,399)	569,803	(277,538)	575,273
Surplus in the period	80,490	-	82,669	-
Transfer re depreciation of long leasehold	5,470	(5,470)	5,470	(5,470)
	<hr/>	<hr/>	<hr/>	<hr/>
Balance at carried forward	(103,439)	564,333	(189,399)	569,803
	<hr/>	<hr/>	<hr/>	<hr/>
Company				
Balance brought forward	(188,203)	569,803	(277,670)	575,273
Surplus in the period	81,280	-	83,997	-
Transfer re depreciation of long leasehold	5,470	(5,470)	5,470	(5,470)
	<hr/>	<hr/>	<hr/>	<hr/>
Balance carried forward	(101,453)	564,333	(188,203)	569,803
	<hr/>	<hr/>	<hr/>	<hr/>

The Company's leasehold interest in Markova House is depreciated in equal annual instalments over the entire life of the lease. The premium paid for the lease and the cost of conversion and building work both at acquisition and subsequently were financed by funds raised for that purpose and retained in the Building Fund. As this Fund specifically finances the Markova House lease an amount equivalent to each year's amortisation is transferred from the Building Fund to the Accumulated Deficit.

English National Ballet Limited and Subsidiary

Notes (continued)

15 Reconciliation of operating surplus to net cash inflow from operating activities

	52 weeks ended 1 April 1995 £	52 weeks ended 2 April 1994 £
Surplus in the period before taxation	80,490	82,078
Interest receivable	(13,219)	(9,005)
Interest payable	5,337	10,346
Operating surplus	72,608	83,419
Depreciation charge	35,223	33,041
Profit on disposal of fixed asset	-	(650)
Decrease in productions in progress	3,724	21
(Increase)/decrease in stocks	(4,672)	12,862
(Increase)/decrease in debtors	(208,857)	133,057
(Decrease) in creditors	(1,373,585)	(143,101)
	<u>(1,475,559)</u>	<u>118,649</u>

16 Analysis of balances of cash and cash equivalents as shown in the balance sheet

	1995 £	1994 £	Change in year £
Cash at bank and in hand	43,056	1,196,141	(1,153,085)
Bank overdraft	(370,836)	-	(370,836)
	<u>(327,780)</u>	<u>1,196,141</u>	<u>(1,523,921)</u>

English National Ballet Limited and Subsidiary

Notes *(continued)*

17 Operating leases

At 1 April 1995, the company had annual commitments under operating leases as follows:

	1995 £	1994 £
<i>Land and buildings</i>		
Operating leases which expire:		
between two and five years	58,762	-
after more than five years	101,000	159,762
	<u>159,762</u>	<u>159,762</u>