

English National Ballet Limited and subsidiary

(Limited by Guarantee)

Report and accounts

31 March 2000

Registered in England and Wales
Registered company number: 735040
Registered Charity number: 214005



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Statement of the Chairman of the Board of Governors

1999/2000 has been a very significant year for the Company, in which we recorded our highest number of performances for five years and achieved, with the help of our successful tour of Australasia, our highest ever audience figures.

It is particularly gratifying that in the second year of the Diana, Princess of Wales Memorial Fund's grant, that we have been able to offer a further two new productions and to continue the initiatives for new access opportunities for thousands of young people. Internally, the grant has allowed us to further enhance the Healthier Dancers' Programme for our dancers.

From a financial viewpoint, it was disappointing to have to announce a significant trading deficit. Much work is currently being undertaken by the Governors and Executive Officers of the Company to remedy the situation and to ensure we continue to generate sufficient cashflows to continue to satisfy our objective of performing classical ballet. As emphasised in last years' statement the encouraging words from the Chairman of the Arts Council of England about rewards for audience growth have not been reflected in the current grant allocation, but we are making strenuous representations for additional funding in the next round of grant allocation for 2002/3 onwards.

New work for the Company continues to be restricted by finances. Although we are able to fund work for the two mid-scale tours we undertake each year, full length popular repertoire of the classics remains our staple diet at the main stage venues in order to generate the high levels of box office required to sustain the Company. The luxury of newly created works and varied mixed bill programmes continue to elude us, though every effort is being made to find new sources of revenue to finance new projects.

Although not falling within the period covered by these financial statements, I wish to express thanks on behalf of the Board to my predecessor Pamela, Lady Harlech, who stepped down from the chairmanship of the Company in August 2000. The Company enjoyed nine highly successful years under her stewardship, which returned the Company to a sound footing following a highly turbulent end to the 1980's.

Furthermore, the joint Chief Executives have notified us of their intention to terminate their contracts, when the current performing year ends in August 2001. Derek Deane has, as Artistic Director, made a significant improvement in the artistic standards of the company which rightly boasts an international reputation for its excellence. Carole McPhee, in eleven years as Executive Director, has overseen the day to day management and strategy of the Company, and she can be justifiably proud of the importance with which the Company is regarded by all in the arts world. Her notable achievements include the maximisation of both the artistic and commercial opportunities and the development of major overseas tours. I should like to express sincere thanks on behalf of the Board of Governors and all the members of staff for their efforts.



Angela Rippon

Chairman of the Board of Governors

Statement of the Joint Chief Executives

As the Company approaches its fiftieth anniversary our objective of providing classical ballet of the highest standard to the widest possible audience remains as valid and rewarding as ever. It is a privilege to report that we were seen by over 418,000 people world-wide, our highest ever annual audience. Furthermore, ticket prices were maintained at an acceptable level to attract as wide an audience as possible.

The Company continued to enhance its reputation for producing unique in-the-round productions, created for the magnificent Royal Albert Hall, which continue to provide a major factor in introducing ballet to a wider audience than ever before. Our partnership with Raymond Gubbay and the Royal Albert Hall is proving to be of immense value to us all, and more importantly, to our audiences. It is unlikely that we would be able to finance productions on such a scale without the security that this liaison generates.

In the second year of the Diana, Princess of Wales Memorial Fund grant we have been able to further enhance the Healthier Dancers' Programme, a project targeted at all aspects of a dancers life, both physical and psychological. This is a major commitment to our dancers as we constantly strive for ever improving standards of performance. Other uses of the grant have been the widening of the access initiatives which subsidises attendance opportunities for young people and further investment in sets and costumes.

Our major overseas tour took us to Hong Kong, Sydney, Melbourne, Adelaide and Brisbane and we succeeded in breaking all of our own attendance records. In total, this tour attracted audiences in excess of 132,000. One performance alone achieved a staggering 10,000 attendance. Promoters were so delighted with audience response that they have invited us to return with Romeo and Juliet in 2001.

Mid-scale touring continues to form an integral part of our regional touring programme. We visited regular venues at Swindon, Crewe, Scunthorpe, Blackpool, Bexhill-on-Sea, Crawley, Poole, Barrow-in-Furness and Cambridge and added two new venues, Cheltenham and Woking, both of which rewarded us with sold out performances.

For the first time, we took our in-the-round production to regional arena venues - Glasgow, Manchester, Birmingham and Sheffield.

On the main stage tour we followed our established pattern of touring to Southampton, Bristol, Oxford, Manchester and Liverpool, presenting a triple bill of La Bayadere, Sphinx and the Rite of Spring. The mixed programme received huge critical acclaim and attracted an enthusiastic, and at times ecstatic, audience.

Our third season at the Coliseum achieved the very high target necessary to subsidise our touring activities, and was considered a great success.

Derek Deane *Artistic Director*

Carole McPhee *Executive Director*

Governors' report

The Governors submit their report and the audited accounts for the period ended 31 March 2000.

Results

The trading results are set out in the consolidated statement of financial activities on page 10 and in the consolidated summary income and expenditure account on page 11.

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 remained unchanged, with tours to regional centres in the autumn and spring, and seasons in London in summer and at Christmas. English National Ballet Enterprises Limited undertake the Company's sponsorship and other trading activities.

The Company has continued its agreements to perform the Christmas season at the Coliseum and at the Royal Albert Hall in the summer of 2001.

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

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

The following served during the year:

Angela Rippon	Chairman	(appointed 14 August 2000)
Pamela, Lady Harlech*	Chairman	(resigned 14 August 2000)
Nicholas Allott		(resigned 26 April 2000)
Ben Andradi		
Cllr Roger Bramble DL*		
Chris Cowdray		(appointed 26 April 2000)
Carl Davis		
Diana Donovan		
Denise Fiennes*		
Michael Garner*		
Paul Horn*		
Veronica Lewis CBE		
The Baroness de Mandat-Grancey		
Harvey Marshall		
Stephen Phillips		
Jeremy Sacher		(resigned 26 April 2000)
The Rt. Hon Sir Konrad Schiemann		
Bruno Schroder		(resigned 26 April 2000)
John Talbot*		

Governors' report

(continued)

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 Shaw	(Deputy Executive Director) (resigned 9 April 1999)
Richard Whitehouse	(Director of Public Affairs) (appointed 1 July 1999; resigned 14 January 2000)
Jack Haslam	(Finance Director and Company Secretary) (resigned 7 October 1999)
Robin Richman	(Finance Director and Company Secretary) (appointed 15 February 2000)
Alan Riches	(Technical Director)
Neroli Hobbins	(Development Director) (resigned 26 April 2000)
Fiona Mallin-Robinson	(Head of Development) (appointed 21 June 2000)
Rachel Seghers	(Personnel Director)

Status

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

Governors' report

(continued)

Statement of governors' responsibilities

Company Law requires the governors, who are also the directors of the company, 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 excess of expenditure over income 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 charity and 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 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 charity and the group, and to prevent and detect fraud and other irregularities.

Auditors

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



Angela Rippon
Governor

Markova House
39 Jay Mews
London SW7 2ES

30 January 2001

Sponsorship and fund raising

English National Ballet Limited wishes to acknowledge with gratitude the 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.

Mr & Mrs Jonathan Agnew
Mr and Mrs L Al Swaidi
American Friends of English National Ballet
Aristoc
Arthur Andersen
Associated British Ports Holdings plc
David M Bain
Barclays Bank plc
Mr William Barnard
Mrs Gabriella Bassatne
Mrs John Beckwith
Mrs Benjamin Bonas
Mr Andre Bordier
Mr Roger Bramble DL
BP Amoco
John and Rosemary Buchanan
Chanel
Citibank N.A.
Couston & Woodhouse
Darwin
Mr David Day
Diana Princess of Wales Memorial Fund
Digital Equipment Co. Limited
Direct Connection Ltd
Direct Image Systems & Communications Limited
Freed of London
Mr and Mrs Robert Gardiner
Mr and Mrs Michael Garner
Pamela, Lady Harlech in memory of her late husband Lord Harlech
Harrods
Mary Jordan
Mr and Mrs Ted Kalborg
Mrs Joyce Kan
Mr and Mrs John T Lindquist
Mrs James Lonsdale
Manchester Airport plc
Baroness Jacques de Mandat Grancey
Marsh
NatWest Group
Nomura International plc
Mr and Mrs Peter Northall-Laurie
Richard Polo and Tricia Gould

Sponsorship and fund raising

(continued)

Raymond James
R Griggs Group
Hamish Ritchie
Mr Bruno Schroder
Richard Sherrington MA Oxon
Mr and Mrs Brian Steer
Mr & Mrs Paul Soldatos
The Association of English National Ballet
The Audrey Sacher Charitable Trust
The Daily Telegraph
The Gilbert & Eileen Edgar Foundation
The Mackintosh Foundation
The Simon Marks Charitable Trust
Unilever PLC
The Hon Mrs Simon Weinstock
Mr Gerry Weiss
Wella GB
Whaleys (Bradford) Ltd
Woolwich PLC

Statistics 1999/00

Box office income and attendances

	Ticket sales and fee income £	1999/00 Number of perfs.	Attend- ances	Ticket sales and fee income £	1998/99 Number of perfs.	Attend- ances
London	2,198,404	52	115,623	1,921,368	58	122,337
Regions	1,331,254	133	170,035	1,419,792	93	117,264
Foreign	308,051	26	132,316	-	-	-
	<u>3,837,709</u>	<u>211</u>	<u>417,974</u>	<u>3,341,160</u>	<u>151</u>	<u>239,601</u>

The U.K. sales figure of £3,837,709 (1999: £3,341,160) is shown after accounting for VAT of £671,599 (1999: £584,703) to HM Customs and Excise.



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

We have audited the financial statements on pages 11 to 27.

Respective responsibilities of governors and auditors

The governors are responsible for preparing the governors' report and, as described on page 5, the financial statements in accordance with applicable United Kingdom law and accounting standards. Our responsibilities, as independent auditors, are established in the United Kingdom by statute, the Auditing Practices Board and by our profession's ethical guidance.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act. We also report to you if, in our opinion, the directors' report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the group is not disclosed.

We read the other information accompanying the financial statements and consider whether it is consistent with those statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements.

Basis of audit 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.

Going concern

In forming our opinion, we have considered the adequacy of the disclosures made in note 1 to the financial statements concerning the uncertainty as to the continuation and adequacy of the group's bank overdraft facility and the Arts Council Funding. In view of the significance of the uncertainty we consider that it should be drawn to your attention but 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 charitable company and the group as at 31 March 2000 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

KPMG

KPMG
Chartered Accountants
Registered Auditors

31 January, 2001

Consolidated statement of financial activities

Period ended 31 March 2000

	Notes	General funds	Diana, Princess of Wales Memorial Fund	Building Fund	Total 2000	Total 1999
		£	£	£	£	£
Incoming resources						
Grants receivable	2	4,353,386	-	-	4,353,386	4,214,284
Ticket sales		3,837,709	-	-	3,837,709	3,341,215
Net income of trading subsidiary		111,151	-	-	111,151	145,506
Donations		63,134	-	-	63,134	1,071,523
Hires and sundry income		46,280	-	-	46,280	133,660
Interest receivable		39,981	-	-	39,981	96,986
Total incoming resources		8,451,641	-	-	8,451,641	9,003,174
Resources expended						
Direct charitable expenditure:						
Cost of production and sales	3	7,787,344	290,000	-	8,077,344	7,537,182
Support costs	4	1,030,591	-	-	1,030,591	965,196
Fund-raising and publicity		81,723	-	-	81,723	103,414
Management and administration of the Charity		66,924	-	-	66,924	59,237
Total resources expended		8,966,582	290,000	-	9,256,582	8,665,029
Net (outgoing)/incoming resources before transfers		(514,941)	(290,000)	-	(804,941)	338,145
Transfers between funds		5,470	-	(5,470)	-	-
Net movement in funds		(509,471)	(290,000)	(5,470)	(804,941)	338,145
Fund balances brought forward		42,887	624,746	542,453	1,210,086	871,941
Fund balances carried forward		(466,584)	334,746	536,983	405,145	1,210,086

Incoming resources and resulting net movement in funds each year arises from continuing operations.

Consolidated summary income and expenditure account

for the period ended 31 March 2000

	2000 £	1999 £
Income		
Gross income of continuing operations	8,340,490	8,857,667
Turnover of non-charitable trading subsidiaries	290,872	287,594
	<hr/>	<hr/>
Gross income	8,631,362	9,145,261
	<hr/>	<hr/>
Expenditure		
Total expenditure of continuing operations	(9,256,582)	(8,665,029)
Expenditure of non-charitable trading subsidiaries	(179,721)	(142,087)
	<hr/>	<hr/>
Gross expenditure	(9,436,303)	(8,807,116)
	<hr/>	<hr/>
Net (expenditure)/income for the year	(804,941)	338,145
	<hr/>	<hr/>

The summary income and expenditure account is presented in order to ensure compliance with the Companies Act 1985. The major differences in the figures presented from those in the consolidated statement of financial activities are that trading activities are shown gross to ensure that the total income of the group is presented.

In accordance with the provisions of the Companies Act 1985, a separate income and expenditure account dealing with the results of the charity only has not been presented.


Consolidated balance sheet

at 31 March 2000

	Notes	£	2000 £	£	1999 £
Tangible fixed assets	8		851,710		913,998
Current assets					
Productions in progress		187,703		8,650	
Stocks		61,079		57,248	
Debtors	10	176,989		506,076	
Cash at bank and in hand		85,874		46,434	
Short term deposits		336,745		646,608	
			848,390	1,265,016	
Creditors: amounts falling due within one year	11	(1,294,955)		(968,928)	
Net current (liabilities)/assets			(446,565)		296,088
Net assets			405,145		1,210,086
Reserves					
Building fund	12		536,983		542,453
Designated funds	15		334,746		624,746
Accumulated (deficit)/surplus	15		(466,584)		42,887
			405,145		1,210,086

These accounts were approved by the Board of Governors on 30 June 2001 and were signed on its behalf by:

Angela Rippon



Mrs D Fiennes



Governors

Company balance sheet

at 31 March 2000

	Notes	£	2000 £	£	1999 £
Fixed assets					
Tangible fixed assets	8		851,710		913,998
Investments	9		2		2
			<hr/>		<hr/>
			851,712		914,000
Current assets					
Productions in progress		187,703		8,650	
Stocks		61,079		57,248	
Debtors	10	221,497		501,681	
Cash at bank and in hand		36,093		7,712	
Short term deposits		336,745		646,608	
		<hr/>		<hr/>	
		843,117		1,221,899	
Creditors: amounts falling due within one year	11	(1,287,388)		(923,516)	
		<hr/>		<hr/>	
Net current assets			(444,271)		298,383
			<hr/>		<hr/>
Net assets			407,441		1,212,383
			<hr/>		<hr/>
Reserves					
Building fund	12		536,983		542,453
Designated funds	15		334,746		624,746
Accumulated surplus	15		(464,287)		45,184
			<hr/>		<hr/>
			407,442		1,212,383
			<hr/>		<hr/>

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

30 January 2000 and were signed

Angela Rippon

Mrs D Flennes

Governors

Consolidated cash flow statement

at 31 March 2000

	Notes	Period ended 31 March 2000	Period ended 31 March 1999
		£	£
Net cash (outflow)/inflow from operating activities	16	(825,067)	555,391
Return on investments and servicing of finance			
Interest received		39,981	96,986
Interest paid		(837)	(424)
Net cash inflow from returns on investment and servicing of finance		39,144	96,562
Capital expenditure			
Payments to acquire tangible fixed assets		(22,863)	(173,255)
Management of liquid resources			
Decrease/(increase) in short term deposits		309,863	(646,608)
Net cash outflow before financing		(498,923)	(167,910)
Decrease in cash in the year		(498,923)	(167,910)

Reconciliation of net cash flow to movement in net funds

	2000 £	1999 £
Decrease in cash in the year	(498,923)	(167,910)
(Decrease)/increase in short term deposits	(309,863)	646,608
Opening net funds/(debt)	466,483	(12,215)
Closing net (debt)/funds at the year end	(342,303)	466,483

Notes

(forming part of the accounts)

1 Accounting policies

Basis of accounts

The accounts are prepared on the going concern basis, under the historical cost convention, in accordance with applicable accounting standards and the Statement of Recommended Practice, Accounting for Charities.

Going concern

The financial statements have been prepared on a going concern basis, which the governors believe to be appropriate, for the following reasons.

The group meets its day-to-day working capital requirements through an Arts Council grant and an overdraft facility, which is payable on demand. The nature of the ENB's business means that there can be considerable unpredictable variation in the timing of cash flows, which becomes significant at the end of each financial year.

The Governors agree budgets and projections which indicate the level of funding required from the Arts Council. In 2002/03 the anticipated funding requirement increases significantly due to the probable impact of the temporary closure of the Coliseum.

The Governors have approached the Arts Council for additional ongoing funding. While the necessary funding over this period has not been granted, the Governors, at the date of signing these financial statements have no reason to believe it will not be forthcoming.

The Governors have also approached their bank. The banking facilities are confirmed to 31st March 2001, and the Governors have no reason to believe that facilities will not be renewed at the existing level.

On the basis of this budget information and discussions with both the Arts Council and the group's bankers, the Governors consider that the group will continue to operate within the facility currently agreed, and within the overdraft facility that they expect to be agreed on 31 March 2001 and that the Arts Council grant will be continued and increased in the foreseeable future to ensure that the group is a going concern. Therefore they consider it remains appropriate to prepare the financial statements on going concern basis.

The financial statements do not include any adjustments that would result from this basis of preparation being inappropriate.

Basis of consolidation

The consolidated financial statements include the financial statements of the charitable company and its subsidiary undertakings made up to 31 March 2000. The trading results of the subsidiary undertakings are disclosed in a single line of the Consolidated Statement of Financial Activities (SOFA), as part of other income. A separate SOFA for the charity is not presented as this information is easily derived from the information given.

Production costs

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

Productions in progress represents costs incurred on future productions.

Fixed assets and 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.

Equipment is depreciated in equal annual instalments over five years

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 Grant income

	Period ended 31 March 2000 £	Period ended 31 March 1999
<i>Grants for specific projects</i>		
Arts Council of England	291,610	227,122
ACE company fund	-	-
	<hr/> 291,610	<hr/> 227,122
<i>Grants for general purposes</i>		
Arts Council of England	3,971,776	3,876,276
City of Westminster	90,000	110,886
	<hr/> 4,353,386	<hr/> 4,214,284

3 Direct cost of production and sales

	Period ended 31 March 2000			Period ended 29 March 1999
	General funds £	Diana, Princess of Wales Memorial Fund £	Total 2000 £	Total 1999 £
Productions	73,303	229,051	302,354	674,302
Artist and technical	3,004,204	4,590	3,008,794	2,933,492
Theatre charges	1,014,172	-	1,014,172	1,107,051
Orchestra and music	1,247,217	-	1,247,217	1,052,815
Subsistence and travel	784,773	-	784,773	409,654
Stage and wardrobe	643,440	-	643,440	377,713
Marketing	459,024	45,375	504,399	534,086
Royalties	137,863	-	137,863	77,781
Education	94,285	10,983	105,268	63,696
	<hr/> 7,458,281	<hr/> 290,000	<hr/> 7,748,280	<hr/> 7,230,590
Premises	275,262	-	275,262	266,548
Miscellaneous	1,434	-	1,434	1,679
Depreciation	52,368	-	52,368	38,365
	<hr/> 7,787,345	<hr/> 290,000	<hr/> 8,077,345	<hr/> 7,537,182

Notes (continued)

4 Support costs

	Period ended 31 March 2000			Period ended 3 April 1999
	General funds	Diana, Princess of Wales Memorial Fund	Total 2000	Total 1999
	£	£	£	£
Subsistence and travel	31,224	-	31,224	16,299
Marketing	46,887	-	46,887	49,647
	<hr/>	<hr/>	<hr/>	<hr/>
	78,111	-	78,111	65,946
Administration	644,438	-	644,438	627,058
Premises	120,576	-	120,576	116,759
Medical	64,740	-	64,740	59,487
Miscellaneous	89,943	-	89,943	71,929
Depreciation	32,783	-	32,783	24,017
	<hr/>	<hr/>	<hr/>	<hr/>
	1,030,591	-	1,030,591	965,196
	<hr/>	<hr/>	<hr/>	<hr/>

5 Parent company results

Of the group net expenditure for the year, £916,092 (1999: £192,639 surplus) is dealt with in the accounts of English National Ballet Limited. As permitted by section 230 of the Companies Act 1985 no separate statement of financial affairs is presented for the company.

6 Remuneration of governors

The board are all non-executive governors and none received remuneration in the year (1999: £nil). The governors and officers of the Company are covered by Directors Liability Insurance, with maximum cover of £1 million. The premium paid was £1,680 (1999: £1,755).

Notes (continued)

7 Employees

The average number of permanent employees in the year was 133 (1999: 116).

The aggregate staff costs of the employees during the period was:

	2000 £	1999 £
Wages and salaries	2,550,613	2,479,717
Social security costs	271,596	264,676
Other pension costs	116,078	106,695
	<hr/>	<hr/>
	2,938,287	2,851,088
	<hr/>	<hr/>

The number of employees with emoluments for the year in excess of £40,000 fell within the following bands:

	2000 £	1999 £
£40,000 - £49,999	2	3
£60,000 - £69,999	2	2
	<hr/>	<hr/>
	4	5
	<hr/>	<hr/>

Notes (continued)

8 Tangible fixed assets

	Total	Long leaseholds	Short leaseholds	Fixtures, fittings and equipment	Motor vehicles
Company and Group	£	£	£	£	£
Cost					
At 31 March 1999	1,339,884	669,502	230,965	407,560	31,857
Additions	22,863	-	-	22,863	-
Disposals	(68,463)	-	-	(36,606)	(31,857)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2000	1,294,284	669,502	230,965	393,817	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Depreciation					
At 31 March 1999	425,886	101,590	134,377	158,062	31,857
Charge for the period	85,151	5,470	12,380	67,301	-
Disposals	(68,463)	-	-	(36,606)	(31,857)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2000	442,574	107,060	146,757	188,757	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net book value					
At 31 March 2000	851,710	562,442	84,208	205,060	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 1999	913,998	567,912	96,588	249,498	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

Notes (continued)

9 Investments

	2000	1999
	£	£
Shares in subsidiary undertaking	2	2

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.

10 Debtors

Group	2000	1999
	£	£
Trade debtors	26,882	41,150
Amounts owed by related parties	-	20,819
Other debtors	2,726	147,072
Prepayments and accrued income	147,381	297,035
	<u>176,989</u>	<u>506,076</u>
Company		
Trade debtors	10,835	28,467
Amounts owed by subsidiary undertaking	60,555	8,288
Amounts owed by related parties	-	20,819
Other debtors	2,726	147,072
Prepayments and accrued income	147,381	297,035
	<u>221,497</u>	<u>501,681</u>

Notes (continued)

11 Creditors: amounts falling due within one year

Group	2000		1999	
	£	£	£	£
Bank overdraft		764,922		226,559
Trade creditors		114,190		284,409
Other creditors including taxation and social security:				
Social security & PAYE	157,307		159,739	
Income tax	-		33,467	
VAT	7,567		15,164	
Other	7,393		21,923	
		<u>172,267</u>		<u>230,293</u>
Accruals and deferred income		243,576		227,667
		<u>1,294,955</u>		<u>968,928</u>
Company				
Bank overdraft		764,922		226,559
Trade creditors		114,190		284,409
Amounts owed to subsidiary undertaking		-		-
Other creditors including taxation and social security:				
Social security & PAYE	157,307		159,739	
VAT	-		15,164	
Other	7,393		9,978	
		<u>164,700</u>		<u>184,881</u>
Accruals and deferred income		243,576		227,667
		<u>1,287,388</u>		<u>923,516</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 12 below.

Notes (continued)

12 Building fund

The following grants were received for the acquisition of the leasehold and for 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.

13 Pensions

The Company operates two defined contribution schemes. 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 £116,078 (1999:£106,901).

14 Capital

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

Notes (continued)

15 Reserves

Group	Accumulated surplus/(deficit)	2000 Diana, Princess of Wales Memorial Fund	Building fund	Accumulated surplus	1999 Diana, Princess of Wales Memorial Fund	Building fund
	£	£	£	£	£	£
Balance brought forward	42,887	624,746	542,453	324,018	-	547,923
(Deficit)/surplus in the period	(514,941)	(290,000)	-	(286,601)	624,746	-
Transfer for depreciation of long leasehold	5,470	-	(5,470)	5,470	-	(5,470)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Balance carried forward	(466,584)	334,746	536,983	42,887	624,746	542,453
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Company						
Balance brought forward	45,184	624,746	542,453	326,315	-	547,923
(Deficit)/surplus in the period	(514,941)	(290,000)	-	(286,601)	624,746	-
Transfer for depreciation of long leasehold	5,470	-	(5,470)	5,470	-	(5,470)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Balance carried forward	(464,287)	334,746	536,983	45,184	624,746	542,453
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

The Company's leasehold interest in Markova House is depreciated in equal annual instalments over the 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 Surplus/(Deficit).

Notes (continued)

16 Reconciliation of operating deficit to net cash outflow from operating activities

	Period ended 3 April 2000 £	Period ended 31 March 1999 £
(Deficit)/surplus in the period before taxation	(804,941)	338,145
Interest receivable	(39,981)	(96,986)
Interest payable	838	424
Operating surplus	(844,084)	241,583
Depreciation charge	85,151	62,382
Decrease/(increase) in productions in progress	(179,053)	128,003
(Increase)/decrease in stocks	(3,831)	(3,841)
Decrease/(increase) in debtors	329,087	63,863
(Decrease)/increase in creditors	(212,337)	63,401
	<u>(825,067)</u>	<u>555,391</u>

17 Analysis of net debt

	Opening balance £	Net cash flow £	Closing balance £
Cash at bank and in hand	46,434	39,440	85,874
Bank overdraft	(226,559)	(538,363)	(764,922)
Liquid investments	646,608	(309,863)	336,745
	<u>466,483</u>	<u>(808,786)</u>	<u>(342,303)</u>

Notes *(continued)*

18 Operating leases

At 3 April 2000, the company had annual commitments under operating leases as follows:

	2000 £	1999 £
<i>Land and buildings</i>		
Operating leases which expire:		
In less than one year	58,762	-
Between two and five years	105,150	58,762
After more than five years	1,500	101,000
	<hr/>	<hr/>
	165,412	159,762
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