



OUR YEAR

Annual Report 2012/13



THE ROYAL BALLET SCHOOL



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VICE PRESIDENT
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ACTING DIRECTOR
Jay Jolley

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Head of Outreach & Teacher Training
Mark Annear

Head of Development
Sarah Eliot-Cohen

Head of Finance & Administration
Pippa Adamson

Listed as at March 2014.
For a full staff list please visit: royalballetschool.org.uk/staff

OUR MISSION

To train and educate outstanding classical ballet dancers
for The Royal Ballet, Birmingham Royal Ballet and
other top international dance companies.



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OUR REVIEW

It has been another year of outstanding performances, both on stage and off, for the students and staff of The Royal Ballet School.



CHAIRMAN'S REVIEW



The Marchioness of Douro OBE

26

GRADUATES AWARDED
CONTRACTS TO TOP
BALLET COMPANIES



Students of the Upper School

Previous page: Esteban Hernandez in
Seven Greek Dances

This has been another year of extraordinary achievements and these in the face of some very real challenges.

In April Gailene Stock, our much revered Director, was suddenly taken ill and was unable to continue at the School. With profound sadness at the loss of her leadership and inspiration, the staff and students rallied round without missing a step. Jay Jolley, her Assistant Director, immeasurably supported by the Senior Management Team and The Royal Ballet Company among others, stepped in.

We are now into our third year of a freeze to our government grant. To meet the new economic restrictions we have taken on stringent organisational restructuring. We will emerge streamlined and vigorous and the Board is deeply indebted to the staff for their extraordinary professionalism in bringing this about.

In the summer we appointed an Artistic Director Designate to take over from Miss Stock when she officially retires in July 2014 after 15 years of extraordinary dedication and energy. Kevin O'Hare from The Royal Ballet, David Bintley from Birmingham Royal Ballet and the Chairman of The Royal Ballet Governors were all involved in the process. The experience was a great success.

We are delighted that Christopher Powney comes to us from the Dutch National Ballet Academy. He will arrive in time for the Summer Term and his plans are already influencing the shape of things to come.

Our friends and supporters have been incredibly generous yet again. We are looking to their support to help fund the acquisition and refurbishment of new accommodation for our Upper School students. The building is in Pimlico, central London, and will be a safe, modern, spacious environment, with no rental payments or loan servicing charges. The new building will also create economies of scale that will allow more flexibility to support the students with their living costs.

We have further developed our website. It has become an invaluable tool for communicating



with our supporters and all who are involved with the School and is informing an ever wider audience.

Once again I am delighted to report 100% employment for our graduating students and that 26 contracts were awarded to some of the top ballet companies in the world, including six to The Royal Ballet and three to Birmingham Royal Ballet. Royal Ballet School students currently make up more than 70% of The Royal Ballet Companies.

Lastly I would like to thank the Board of Governors for all the time and wisdom they give to the School, and on their behalf I would like to say how proud we all are of the staff and students – many congratulations on a year of successes.

Antonia Douro

The Marchioness of Douro OBE
Chairman



White Lodge Assistant Ballet Principal Hope Keelan teaching Year 8 boys

70%

OF DANCERS IN THE ROYAL
BALLET COMPANIES ARE
SCHOOL ALUMNI



3rd Year Annette Buvoli with Senior Ballet Teacher Gary Norman at the 2013 graduation ceremony

Left: students David Donnelly and Danielle Muir perform in *La Destinée* as part of the Summer Performances at the Royal Opera House

DIRECTOR'S REPORT



Acting Director Jay Jolley teaching boys at the Upper School

100%

A-LEVEL PASS RATE



1st Year student Chisato Katsura (below) was named Young British Dancer of the Year 2013 at the competition in February

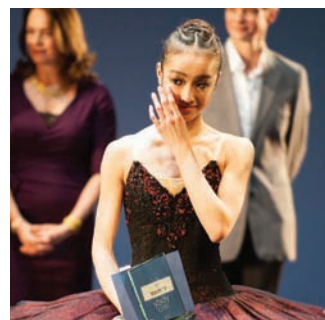


Photo: Patrick Baldwin

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WORLD BALLET SCHOOLS EXPLORED THROUGH A FOCUS ON STYLE

Right: Ballet Teacher Jessica Clarke coaching a Year 10 girl at White Lodge

It has been another busy year at The Royal Ballet School and our Annual Report is always a great chance to step back and reflect on the many achievements of the School during that time.

We are incredibly proud to report that all of our 2012/13 graduating students gained contracts, and are now employed with renowned ballet companies across the globe.

All of these students and some of our younger students were fortunate to get invaluable performance experience throughout the year on stage with The Royal Ballet and Birmingham Royal Ballet in productions including *Swan Lake*, *La Valse*, *The Nutcracker*, *Cinderella* and *Aladdin*.

Graduate year students also had the chance to take part in international tours, including repeat exchanges with American Ballet Theatre Studio Company in New York and with Richmond Ballet in Virginia. A group of 3rd Years also visited Canada's National Ballet School in Toronto to take part in the Assemblée Internationale.

Students were also showcased at international galas including the Royal Conservatoire in The Hague, the Teatro La Fenice in Venice, the Paris Opera Ballet School, for a gala celebrating its tercentenary, and at the Vaganova Ballet Academy's 275th Anniversary Gala Concert in St Petersburg.

Creativity was, as ever, in evidence at our annual choreographic competitions. At White Lodge the Kenneth MacMillan Senior Choreographic Award was won by Charlotte Edmonds, and the Ninette de Valois Junior Choreographic Award was won by Francesca A'Hern. 2nd Year student Ross McCaw won the Ursula Moreton Choreographic Award and our congratulations also go to Chisato Katsura, who was named Young British Dancer of the Year 2013.

We brought new audiences into the School during the year for *A Focus on Style*, a landmark series of five exploration days. This popular series investigated the traditions of the major ballet

schools (French, Italian, Danish and Russian) that influenced Dame Ninette de Valois when she developed The Royal Ballet School's training programme. The events produced a range of interesting discussions and our thanks go to each of the four schools' Directors for their fascinating insight.

The year in review also saw White Lodge Museum mount a new exhibition in celebration of the 80th birthday of Lady Sainsbury, from her personal collection. *Anya Linden, Lady Sainsbury: Ballerina and Benefactor* included remarkable photographs from her career, her own personal sketches, and the tutu she wore as Princess Aurora in *The Sleeping Beauty*. Lady Sainsbury helped to secure funding last year for a new book *Anna Pavlova Twentieth Century Ballerina*, written by Jane Pritchard, Curator of Dance at the V&A Museum, with Caroline Hamilton, dance historian. All proceeds raised by the book are generously donated to the School.

While there were so many highs this year, we also faced the sad news of Director, Gailene Stock's illness and subsequent absence from the School. Our achievements throughout the year are built on the solid foundations Gailene has worked tirelessly to establish during her directorship. In recognition of this, our Summer Performances were in celebration of Gailene.

I would like to offer my sincere thanks to our Chairman and Board of Governors, who give up their time and energy to support the School. I would also like to pay credit to our staff, who despite the challenges faced through the restructure this year, have remained wholeheartedly committed to helping us achieve our mission.

Jay Jolley
Acting Director



Lady Sainsbury at the exhibition celebrating her career

100%

GRADUATES OFFERED PROFESSIONAL CONTRACTS

Congratulations to our Graduate class of 2013, with 26 students securing professional contracts in 16 companies around the world.

Luca Acri *The Royal Ballet*
Annette Buvoli *The Royal Ballet*
Matthew Ball *The Royal Ballet*
David Donnelly *The Royal Ballet*
Anna Rose O'Sullivan *The Royal Ballet*
Marcelino Sambé *The Royal Ballet*
Nikita Ruhl *Birmingham Royal Ballet*
Mariko Sasaki *Birmingham Royal Ballet*
Yaoqian Shang *Birmingham Royal Ballet*
Daniele Silingardi *English National Ballet*
Joan Zamora *English National Ballet*
Evan Loudon *Scottish Ballet*
Nikisha Fogo *Vienna State Opera Ballet*
Suzan Opperman *Vienna State Opera Ballet*
James Stephens *Vienna State Opera Ballet*
Danielle Muir *Berlin Ballet*
Matthew Knight *Zurich Ballet 2*
Hannah Beach *Hamburg Ballet*
Alexander Bennett *Bavarian State Ballet 2, Munich*
Takahiro Tamagawa *Dortmund Ballet*
Luke Cinque-White *Nederlands Dans Theatre*
Calum Collins *National Ballet of Portugal*
Esteban Hernandez *San Francisco Ballet*
Lucy Gold *Sarasota Ballet*
Kevin Hale *Colorado Ballet*
Lewis Gardner *Singapore Dance Theatre*

Photo: Brian Slater

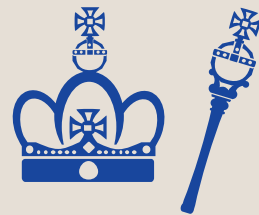
OUR HIGHLIGHTS

It has been another successful year at The Royal Ballet School – here is a small snapshot of 2012/13 in numbers.



100%

OF GRADUATING STUDENTS OFFERED PROFESSIONAL CONTRACTS



70%

OF DANCERS IN THE ROYAL BALLET COMPANIES ARE ROYAL BALLET SCHOOL ALUMNI



45%

OF OUR STUDENTS ACHIEVED A* OR A AT GCSE



1,800

YOUNG PEOPLE ACROSS ENGLAND WERE INTRODUCED TO BALLET THROUGH THE SCHOOL



2,047

STUDENTS AUDITIONED TO TRAIN AT THE ROYAL BALLET SCHOOL IN 2013

100%

OVERALL A-LEVEL PASS RATE

'This has been another year of extraordinary achievements and these in the face of some very real challenges.'

The Marchioness of Douro OBE



OUR SEARCH FOR TALENT



Photo: Brian Slater

A Junior Associate boys class

483



ASSOCIATE STUDENTS
TRAINED THROUGHOUT
THE YEAR



Photo: Brian Slater

A Mid Associate girls class

2,047

STUDENTS AUDITIONED
IN 2013

We continued to attract world class talent through our auditions and training programmes in 2012/13, and brought in experts to inspire visitors at specialist events, reaching out to ballet enthusiasts of all ages.

AUDITIONS

Interest in training at The Royal Ballet School remains high with 2,047 students auditioning in 2013. A total of 809 candidates took part in the preliminary auditions for our full-time training and Mid and Senior Associate programmes in various centres throughout England, and 928 undertook the Junior Associates auditions throughout each of our Associate centres.

Among the candidates, 310 auditioned in Livorno Italy, at Summer School, by DVD or private audition. From all of these auditions 60 students were accepted into full-time training and 237 were offered places in the Associate Programme.

ASSOCIATE PROGRAMME

Established in 1948, our Associate programme continues to attract students to each of our seven centres around the UK with a total of 483 students training throughout the year. This year a Mid-Associate class was added in Newcastle and Penny Kay joined the staff teaching the younger Mid-Associate girls in London.

The Year 6 Workshop was once again a highlight of the year and provided the opportunity for students around the country to work together in London and additional workshops such as Pointe-work, Solos, Contemporary, and Historical Dance provided outstanding training for other year groups.

Our London Senior Associate girls were once again privileged to have a special lesson with Francesca Zumbo from the Paris Opera Ballet School and Junior Associate students had the exciting opportunity of performing with The Royal Ballet and Birmingham Royal Ballet.

SUMMER SCHOOL

The International Summer School provided intensive training for selected international



Photo: Brian Slater

students at White Lodge and Covent Garden. 350 students aged 10 to 18 were selected from a record 1,514 applications and had the opportunity to work with the School's faculty and international guest teachers including Monique Loudières, Elena Glurjidge and Maina Gielgud. This annual event continues to be one of the highlights of year for young dance students.

EVENTS

A Focus on Style was a new event for 2012/13. This series of five exploration days investigated the traditions of the major ballet schools (French, Italian, Danish and Russian) that influenced Dame Ninette de Valois when she developed The Royal Ballet School's training programme. We welcomed The Paris Opera Ballet School, Giannandrea Poesio, The Royal Danish Ballet School and The Vaganova Ballet Academy to The Royal Ballet School. The series concluded with an exploration of the English style by current staff of School.

Other events provided opportunities for students, teachers and parents to share in the expertise and learn about The Royal Ballet School. Again this year we offered *Be a JA for a day* workshops throughout England, Scotland and the Channel Islands alongside workshops for ballet teachers. Our *Audition Insight Day* helped to demystify the audition process for young students and their parents and reassured them that the School's audition procedure is open, positive and inclusive.

TEACHER TRAINING

Six participants were selected for and graduated from the *Professional Dancers Teachers Course* in 2012/13. As always we are grateful to Royal Ballet physiotherapist Moira McCormack, psychologist Brian Thomas and ballet teacher Denise Winmill for their contribution to the delivery of course.

Amanda Maxwell again conducted the *Character Dance Teachers Course* for a select group of teachers. This course explored the character

dance curriculum for senior students taught by Amanda at The Royal Ballet School.

Providing professional development opportunities for teachers continued throughout the United Kingdom and expanded internationally with a three-day teachers' seminar conducted by Gailene Stock, Jay Jolley and Mark Annear in Tokyo. The success of this seminar provides the basis for expanding international seminars in the future.

Thanks to all our staff, Associate teachers, pianists, centre coordinators, chaperones and volunteers for their outstanding work and commitment to the programme. And most grateful thanks too to the Leverhulme Trust and the Clore Duffield Foundation for their continued support.



Photo: Patrick Baldwin

Elisabeth Platel speaking at *A Focus on Style*

237

STUDENTS OFFERED
PLACES IN THE ASSOCIATE
PROGRAMME



Photo: Brian Slater

Our 2013 Summer School

1,514

APPLICANTS FOR THE
INTERNATIONAL SUMMER
SCHOOL

Above left: Mid Associate girls

AUDITION ANALYSIS 2012/13

For entry September 2013

APPLICATION FORM ANALYSIS

White Lodge, Upper School & Associates for entry in September 2013

	Girls	Boys	Total
White Lodge	328	89	417
Upper School	281	88	369
Junior Associates	792	136	928
Mid Associates	348	72	420
Senior Associates	125	20	145

International Summer School 2013

	Applied	Accepted	Girls	Boys
Junior	997	222	139	83
Senior	517	128	78	50
Total	1,514	350	217	133

AUDITION NUMBERS BY VENUE

Mid & Senior Associates, White Lodge & Upper School

	Girls	Boys	No. of Candidates	%
London	356	98	454	43
Birmingham	122	15	137	13
Bristol	75	15	90	8.5
Manchester	114	14	128	12.1
Summer School	45	27	72	6.8
Private	67	32	99	9.3
DVD	65	13	78	7.3
Total	844	214	1,058	100

Overseas for Upper School & White Lodge

	Girls	Boys	Total
Livorno	47	14	61

Junior Associate Auditions

Centre	No. of Candidates	Girls	Girl Intake	Boys	Boy Intake
London	342	286	23	56	20
Birmingham	154	128	20	26	9
Bristol	66	52	9	14	6
Eastleigh	95	86	15	9	2
Leeds	100	91	12	9	5
Manchester	108	94	11	14	5
Newcastle	24	23	1	1	1
Totnes	39	32	8	7	3
Total	928	792	99	136	51

SUMMARY

Total number of audition candidates
(White Lodge, Upper School & Associates)

STUDENT NUMBERS 2012/13

White Lodge

	Girls	Boys	Total
Year 7	12	12	24
Year 8	13	16	29
Year 9	10	12	22
Year 10	14	18	32
Year 11	14	13	27
Total	63	71	134

Upper School

	Girls	Boys	Total
1st Year	17	14	31
2nd Year	14	17	31
3rd Year	13	18	31
Total	44	49	93

Foreign Students

American	8	Japanese	9
Australian	7	New Zealander	1
Belgian	1	Norwegian	2
Brazilian	1	Portuguese	2
Canadian	0	Slovenian	1
Chinese	2	Spanish	2
Colombian	1	Swiss	1
French	4	South African	1
Irish	0	Swedish	2
Italian	6		

Total 51

Junior Associates

Centre	Sessions	Girls	Boys	Total
London	32	31	17	48
London	24	16	18	34
Birmingham	32	23	11	34
Birmingham	24	19	8	27
Bristol	20	22	11	33
Eastleigh	30	27	5	32
Leeds	32	23	8	31
Manchester	28	20	12	32
Newcastle	28	10	1	11
Totnes	28	16	6	22
Total		207	97	304

Mid Associates

Centre	Sessions	Girls	Boys	Total
London	32	31	0	31
London	30	0	24	24
Birmingham	28	15	1	16
Bristol	20	19	0	19
Manchester	28	14	0	14
Newcastle	28	9	2	11
Total		88	27	115

Senior Associates

Centre	Sessions	Girls	Boys	Total
London	30	29	9	38
Birmingham	28	11	0	11
Total		40	9	49



INSPIRING PARTNERSHIPS



Photo: Brian Slater

An after school primarySTEPS class in Dagenham

1,800

YOUNG PEOPLE ACROSS ENGLAND WERE INTRODUCED TO BALLET THROUGH THE SCHOOL



Photo: Emma Durrford

An artist painting the Queen's Ride in Richmond Park from White Lodge as part of Richmond Gardens Festival 2013

300

CHILDREN GIVEN WEEKLY DANCE CLASSES AT OUR FIVE NATIONAL CENTRES

Previous page: A Junior Associate girls class

During 2012/13 more than 1,800 young people across England were introduced to ballet and the work of The Royal Ballet School through activities organised by the Dance Partnership & Access Programme.

Despite a reduction in funding, we maintained our full range of primary, secondary and broader access projects, largely due to generous funding from a number of trusts and foundations – most notably the Andrew Lloyd Webber Foundation.

primarySTEPS

primarySTEPS forms the backbone of our programme by providing sustained, weekly dance classes for approximately 300 children at our

five national centres. Children develop creative skills, learn basic ballet technique and visit local dance providers to learn more about dance opportunities in their area.

'The teachers are very good and I work well with everyone. I feel professional when I dance and I like coming here'.

Mansfield primarySTEPS pupil

Children are invited to join primarySTEPS as the result of an extensive autumn workshop programme. As in previous years, 1,500 children in 27 primary schools experienced a creative introduction to ballet during the Autumn Term. Children showing a particular aptitude for dance were then offered places in primarySTEPS after school classes, based at local secondary schools. The achievements of all the children were celebrated in a special primarySTEPS Graduation



Photo: Brian Slater

performance at White Lodge on 31 May 2013. Five primarySTEPS children were offered places on The Royal Ballet School Junior Associate programme and a number of others joined Centres for Advanced Training.

aDvANCE

Participating in aDvANCE projects provides opportunities for Royal Ballet School students to broaden their experience by meeting and working alongside new groups of young people and is also excellent preparation for their careers as professional dancers.

The first collaborative project of the year brought together young dancers from Impact Youth Dance Company and The Royal Ballet School 1st Year. They participated in weekly choreographic sessions led by Bim Malcomson (DP&A Artist in Education) and Hakeem Onibudo (Artistic Director of Impact Dance). The project creatively explored aspects of both ballet and hip hop dance and culminated in a collaborative piece for all 50 dancers at The Royal Ballet School.

Other projects included Year 10 pupils collaborating with pupils from Glenthorne High School, South London and an aDvANCE National project for five sixth-form colleges, partnered with Royal Ballet School 2nd Year students.

'This experience has been such a privilege. Having all started from the same point, it's been very interesting to see how different all the pieces are and how the original themes and stimulus have been interpreted'.

Kieran Brooks Royal Ballet School 2nd Year student

ACCESS

Creativity is central to The Royal Ballet School's training and a defining element of our work. We continued our long partnership with Youth Dance England and the Royal Opera House by hosting the *Young Creatives* residential course at White Lodge from 8-11 April 2013. 12 choreographers and 33 dancers were selected to participate in this project, including Royal Ballet School student Barney Sharratt. The pieces created through this project were performed at the Linbury Theatre.

COURSE IN BALLET EDUCATION PRACTICE

To maintain the high standard of these activities, it is essential that teachers are trained to introduce ballet to new audiences. In January 2013 a further six dancers and teachers were recruited onto the part time Course in Ballet Education Practice, run jointly by The Royal Ballet School and Royal Opera House Education.

WHITE LODGE MUSEUM & BALLET RESOURCE CENTRE

The project to catalogue and digitise the School's unique archival Collections resumed in August 2013, with the recruitment of two new specialist cataloguers.

The Museum and Collections provided vital research material for the highly regarded *Focus on Style* Series. Each of the five study days on the great ballet schools of the world was introduced with an illustrated talk by White Lodge Museum's Curator, Anna Meadmore.

In late 2012 Mimi Nicolaeva-Legat, the granddaughter of the legendary teacher, Nicolas Legat, placed her personal archive of Nicolas and Nadine Nicolaeva-Legat material with The Royal Ballet School Collections. Through his pupil Ninette de Valois, Legat's pedagogic legacy forms a cornerstone of the English School of Classical ballet. An exhibition of this important new acquisition is displayed at the School, in Covent Garden.

The Museum continued local partnerships with Orleans House Gallery, artsrichmond and The Lovekyn Consort (based at Hampton Court Palace) to coordinate activities around the Richmond Gardens Festival (May-October 2013). Museum visits were combined with summer evening music concerts in the Salon, guided walks and local artists' sketching days. The Museum will continue to develop these highly popular formats.



Photo: Brian Slater

Participants in the aDvANCE National event

1,500

CHILDREN IN 27 PRIMARY SCHOOLS EXPERIENCED A CREATIVE INTRODUCTION TO BALLET



Photo: Brian Slater

Collaborative aDvANCE performance with Impact Dance

50

DANCERS FROM IMPACT DANCE AND THE ROYAL BALLET SCHOOL PRESENTED A COLLABORATIVE PERFORMANCE OF BALLET AND HIP HOP

This work is supported by



Andrew Lloyd Webber Foundation

ACADEMIC EXCELLENCE



An art class at the Upper School

D*D*

FIVE STUDENTS AWARDED
DOUBLE STARRED
DISTINCTION



A pupil at White Lodge

100%

OVERALL A LEVEL PASS RATE

Right: an English class at White Lodge

The students and staff of The Royal Ballet School can be justly proud of another excellent set of academic results in the summer of 2013. When these results are placed against the backdrop of such committed vocational training, they are all the more noteworthy.

Five candidates achieved the new D*D* award (D* = Starred Distinction, equivalent to the A* at A Level) in the BTEC Diploma in Performing Arts (Dance) and one, the D*D*D* maximum in the Extended Diploma. All candidates passed all modules at Merit level or above, which is equivalent to a B grade and above in A Level.

The A* to B pass rate at A Level was 41% (higher than in the previous two years) with a 100% overall pass rate. There was a 93% pass rate at AS Level. These are especially pleasing results against the much reduced curriculum time available to students at The Royal Ballet School as well as their performance commitments.

These grades also approximate to an average UCAS Points score of 340. These points give access to a wide range of very good courses at equally good universities. Although the overwhelming majority of our students leave to take up contracts as professional ballet dancers, this strong academic grounding gives our young people choice for their post-dance career, whenever that might arise.

GCSE examinations also present some unique challenges for our students as they are preparing for GCSEs amidst the additional stress of the audition process for their sixth form vocational training. Overall, the A* to C pass rate at GCSE was 90%. This was very slightly down on last year, but was adversely affected by a smaller cohort impacting upon the overall percentages. It is especially encouraging to note that 45% of passes were at A* or A, and, indeed, four students achieved all their passes at these grades.



Students in an ESOL class at the Upper School

45%

GCSE PASSES AT A* OR A



A French class in progress

340

AVERAGE UCAS POINTS
SCORE

Following page: Boys in a science class at White Lodge

It is inevitable in such reports as this, that one celebrates top grades and high percentages. However, what is equally important is that the results achieved by each and every student often exceed his or her own expectations. It is clearly evident that the focus, dedication and sheer hard work that is the cornerstone of the students' vocational success reflects very positively on their academic endeavours. This is a very real additional success of which our young people can be suitably proud.

It would not be appropriate to end this report without reflecting on the fact that squeezed somewhere between the ballet and the classroom, the students also manage to relax, unwind and enjoy some normal 'home' stuff; watching movies, with their friends, playing computer games, cooking, shopping and more besides. They could not do this without the care and commitment of the dedicated house staff who provide the 'home from home' amidst the unique challenges of School for our very talented young people.



EXAMINATION RESULTS 2013

PASS RATES

A-LEVEL	A*	A	B	C	D	E	U	Entries	Passes	Pass A-E rate%	A-LEVEL	2013	2012	2011	2010	2009
Art	-	-	1	-	-	-	-	1	1	100	Entries	12	9	12	18	11
Biology	1	-	-	-	-	-	-	1	1	100	Passes	12	9	12	18	11
English	-	1	1	1	1	1	-	5	5	100	Pass Rate%	100	100	100	100	100
French	-	-	1	-	-	-	-	1	1	100	%A*+B Grades	41	33	33	44	45
Maths	-	-	-	1	3	-	-	4	4	100						
Total	1	1	3	2	4	1	-	12	12	100	AS-LEVEL	2013	2012	2011	2010	2009
%	8	8	25	17	33	8					Entries	27	38	41	21	21
Cum.%	8	16	41	58	91	100					Passes	24	38	37	21	20
											Pass Rate%	89	100	90	100	95

AS-LEVEL	A	B	C	D	E	U	Entries	Passes	Pass A-E rate%	GCSE	2013	2012	2011	2010	2009
Art	-	-	3	3	1	3	10	7	70	Entries	25	25	25	26	26
Dance	-	-	1	-	-	-	1	1	100	Overall% A*-C	71	92	96	94	91
English	1	-	2	1	-	-	4	4	100	%5 A*-C	80	100	92	91	85
French	3	1	1	1	1	-	7	7	100	%5 A*-C inc. English and Maths	60	76	92	91	92
Maths	1	-	-	-	4	-	5	5	100	%5 A*-C inc. English, Maths and Science	60	72	92	83	75
Total	5	1	7	5	6	3	27	24	89						
%	19	3	26	19	22	11									
Cum. %	19	22	48	67	89	11									

GCSE	A*	A	B	C	D	E	F	Entries	% A*/A	Pass rate%	A*-C	Grade A	Grade B	Grade C
Art	1	4	3	-	-	-	-	8	63	100				
Dance	1	7	10	4	2	-	1	25	23	88				
English	-	-	-	1	1	-	-	2	0	50				
English Lan.	2	7	3	4	5	-	-	21	43	76				
English Lit.	2	5	8	6	-	-	-	21	33	100				
Exp.Arts	9	5	5	2	-	-	-	21	67	100				
French	7	1	-	-	-	-	-	8	100	100				
Geog.	-	1	3	2	1	-	-	7	14	86				
History	-	5	1	3	1	-	-	10	50	90				
Italian	1	-	-	-	-	-	-	1	100	100				
Maths	5	4	3	8	2	2	-	24	38	83				
Music	2	5	4	1	-	-	-	12	58	100				
Science	3	3	8	4	2	2	-	22	27	82				
Science	5	4	4	2	3	-	-	18	50	83				
Total	38	51	52	37	17	4	1	200						
%	19	26	26	18	8	2	1							
Cum. %	19	45	71	89	97	99	100							

BTEC	D*D*D*	D*D*D	D*DD	DDD	DDM
Extended Diploma in Performing Arts (Dance)	1	2	1	2	1
%	14	29	14	29	14
Diploma in Performing Arts (Dance)	5	4	9	2	1
%	23	19	43	10	5

The Extended Diploma is equivalent to three A-Levels; the Diploma to two A-Levels.

OUR FINANCES

Despite a freeze to our government grant, we continue to strive to ensure funds are in place to support talented young people through their training with us.



MOVING THROUGH CHANGE



Artist's impression of the finished student accommodation in Pimlico



A major capital appeal has begun to raise funds for new boarding accommodation for Upper School students

£675,000

TOTAL CUTS MANAGED SINCE 2010



Improvements for 2013/14 include further development of a new website, faster broadband and improved IT systems

£450,000

FURTHER SAVINGS TO BE MADE BEFORE 2015

We have been able to manage the third year of a five-year freeze on Department for Education student fee support without impacting on the quality of the student's learning experiences, who continue to excel in all they do.

The funding freeze means that because of inflation we have now managed cuts totalling around £675,000 in real terms since 2010. A further £450,000 has to be saved to see us through to 2015 when the Government will next review its public spending plans.

The main challenge has been reshaping the size of our business to live within our means. Phase 1 of a major management restructure was completed during 2013. A second phase of change will be under way by the time this report is published but we hope to then be able to provide a more settled atmosphere for the rest of 2014 and beyond.

The School commends those staff affected by the change for the professional way they have conducted themselves throughout this difficult time. It is to their credit that everyone's focus has remained firmly on the students and their vocational learning and pastoral experience.

On a brighter note, our financial performance remains stable with the overall budget showing a surplus at the year-end owing to delays on building maintenance expenditure (now rescheduled in 2013/14), the re-phasing of a major upgrade of IT facilities (also completing in 2013/14) and increased income from fundraising, events and activities.

Our financial strategy is to break even in any given academic year and this is being achieved through prudent budgeting and by resizing the business.

Operationally, the School is not standing still and a number of improvements are planned for 2013/14 including further development of our new website, faster broadband connections and improved IT systems. A full programme of planned maintenance is anticipated with a focus on energy conservation and keeping the buildings water tight and in good decorative order.

A major capital appeal has begun to raise funds for new larger and better designed boarding accommodation for our Covent Garden based students. The new premises will be in Pimlico near Victoria Station in central London. We plan to house Years 1 and 2 in the same building and Year 3 students will be housed in Jebson House close to the School and the Royal Opera House where much of their work experience takes place. The aim is to create and occupy the new facilities by September 2015.

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

For the year ended 31 August 2013

	Unrestricted Funds			Total 2013 £000	Total 2012 £000
	General Fund £000	Designated Funds £000	Restricted Funds £000		
INCOMING RESOURCES					
Incoming resources from charitable activities					
Full time students	7,196	-	-	7,196	7,020
Outreach activities	721	-	-	721	656
Partnership programme	-	-	527	527	558
Performances and tours	231	-	-	231	230
Incoming resources from generated funds					
Donations:					
Trading subsidiary	36	-	-	36	40
Other	976	-	873	1,849	815
Activities for generating funds					
Investment income	31	-	-	31	18
Other income	50	-	-	50	221
TOTAL INCOMING RESOURCES	9,241	-	1,400	10,641	9,558
RESOURCES EXPENDED					
Cost of generating funds	231	-	-	231	171
	231	-	-	231	171
Charitable activities					
Full time students	6,599	635	540	7,774	7,428
Outreach activities	966	75	-	1,041	958
Partnership programme	-	-	578	578	614
Performances and tours	369	37	-	406	393
	7,934	747	1,118	9,799	9,393
Governance costs	25	-	-	25	27
TOTAL RESOURCES EXPENDED	8,190	747	1,118	10,055	9,591
NET INCOMING/(OUTGOING) RESOURCES BEFORE TRANSFERS	1,051	(747)	282	586	(33)
Gross transfers between funds	(181)	366	(185)	-	-
NET INCOMING/(OUTGOING) RESOURCES BEFORE OTHER RECOGNISED GAINS AND LOSSES	870	(381)	97	586	(33)
OTHER RECOGNISED GAINS AND LOSSES					
Actuarial Losses on Defined Benefit Pension Scheme	(64)	-	-	(64)	(478)
NET MOVEMENT IN FUNDS	806	(381)	97	522	(511)
TOTAL FUNDS BROUGHT FORWARD	1,301	28,707	2,795	32,803	33,314
TOTAL FUNDS CARRIED FORWARD	2,107	28,326	2,892	33,325	32,803

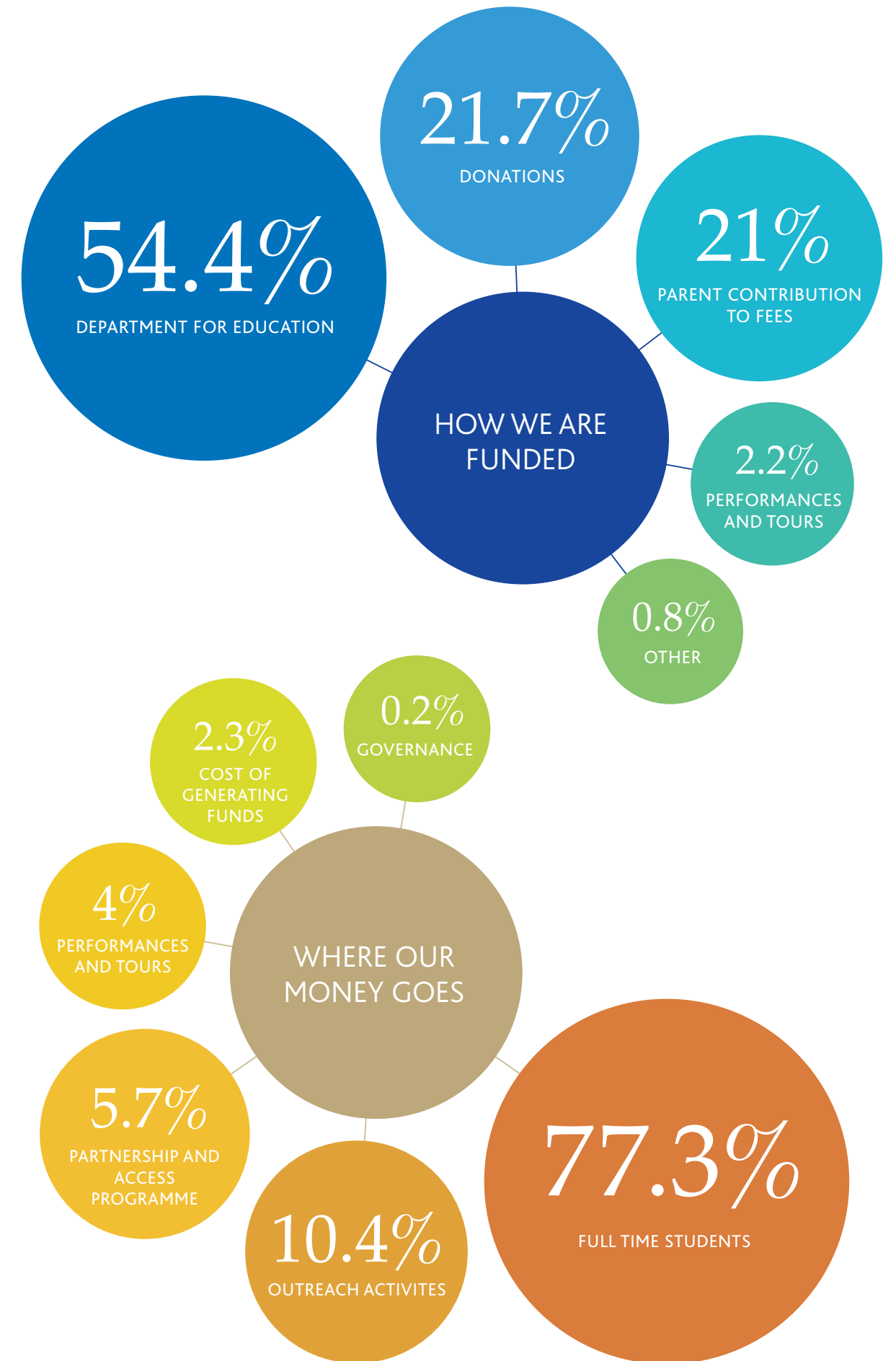
Net incoming resources for the year arise from the charity's continuing operations.

BALANCE SHEET

For the year ended 31 August 2013

	2013 £000	2012 £000
FIXED ASSETS		
Tangible assets	29,513	30,267
CURRENT ASSETS		
Debtors	1,516	1,211
Cash at bank and in hand	5,724	4,851
	7,240	6,062
CREDITORS: Amounts falling due after more than one year		
Deferred income	2,181	2,336
Trade and other creditors	672	638
NET CURRENT ASSETS	4,387	3,088
TOTAL ASSETS LESS CURRENT LIABILITIES	33,900	33,355
CREDITORS		
Amounts falling due after more than one year	(500)	(500)
Defined benefit pension scheme (liability)/surplus	(75)	(52)
NET ASSETS	33,325	32,803
CAPITAL AND RESERVES		
Unrestricted funds		
General fund	2,107	1,301
Designated funds	28,326	28,707
Total Unrestricted Funds	30,433	30,008
Total Restricted Funds	2,892	2,795
TOTAL FUNDS	33,325	32,803

The full report of the Governors' and financial statements were approved at the AGM on 26 February 2014 and have been filed with the Charity Commission and Companies House. For a full set of financial statements, please email finance@royalballetschool.co.uk



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We are indebted to our supporters, whose generosity this year again enabled us to offer the best possible environment in which our students can excel.



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