

OUR YEAR

Annual Report 2014 / 15



THE ROYAL BALLET SCHOOL

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HRH The Prince of Wales

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The Lady Sarah Chatto

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Katherine Gardiner

Head of Site Operations

Roger Atkinson

OUR MISSION

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



CONTENTS

OUR REVIEW

Chairman's Review 4

Artistic Director's Report 8

Our Highlights 10

OUTREACH & ACCESS

Inspiring Young People 12

Outreach & Access Statistics 15

OUR ACHIEVEMENTS

Academic Report 18

Examination Results 21

OUR FINANCES

Chief Operating Officer's Report 24

Statement of Financial Activities 25

Balance Sheet 26

OUR SPONSORS

Sponsors 30

OUR REVIEW

The School has continued to set the standards
for excellence throughout 2014/15.



CHAIRMAN'S REVIEW



credit: County Life

The Duchess of Wellington OBE



STUDENTS TOOK UP CONTRACTS WITH THE ROYAL BALLET COMPANIES



Photo: Bill Cooper

School performance of Frederick Ashton's *Les Rendezvous* at the Royal Opera House, 2015

Previous page: Students perform Jiří Kylián's witty *Sechs Tänze* at the Royal Opera House, 2015

Right: School performance of *La Bayadère* at the Royal Opera House, 2015

This year is notable as Christopher Powney's first as Artistic Director of The Royal Ballet School and it has been a year of triumphs, brought to fruition in the wonderful series of Summer performances in July at the Royal Opera House.

The Governors want to thank all the staff who worked so closely with Christopher to make this possible. We remain most grateful for the continued support of our lead corporate sponsors Vacheron Constantin and Imagination.

For the ninth year running all our graduates took up contracts with leading ballet companies including six to The Royal Ballet, five of which were assigned places on the Aud Jebsen Young Dancers Programme, and three to Birmingham Royal Ballet.

The Development team and Development Committee have met their target for our capital appeal to pay for the new Upper School residence in Pimlico. We were keen to find the right size and location for this building and, after a four year search, did just that. The new house will give the students more room, safer streets, closer proximity to Covent Garden and increased pastoral care, as well as decreasing our overheads. Yet again our friends and supporters have been fantastically generous. We thank them all profoundly, especially Aud Jebsen who, in an extraordinary act of munificence, has paid for the lion's share. The new building is a wonderful investment for the School, a welcome saving for the future and a timely upgrade to the facilities we offer our hard-working students.

Government cuts in our funding mean that, very sadly, we have had to announce the closure of our Ballet Museum at White Lodge. Nevertheless, we are determined to extend its reach as a result. More information on our heritage, including history timelines (extensively illustrated by material from the Collections) will be made available online. We propose to lend some objects to other museums, so they may be seen by a greater number of people than those who could get to Richmond Park. We are hugely

grateful to all the donors, staff and volunteers who made the museum the success that it was for more than six years and look forward to using new technology to extend access to our precious collections.

There have been a number of changes to the School's Board of Governors. Sadly for us, Rob Wallace left London to run the Stanford University Endowment Fund in California. He had been a much valued Governor for two years, and also served as a trustee of the Royal Opera House. In March we welcomed Dr Stephen Spurr, former Headmaster of Westminster Great School, and in June Nancy Marks. Nancy serves on a number of arts and medical boards in London and New York and previously served as a trustee of The American Ballet Theatre and the Baryshnikov Dance Foundation. In November 2015 we welcomed Zita Saurel as Governor. Zita trained as a dancer in America and is now Director of a private equity firm.

Suneel Bakhshi returns to the Board after leaving for 18 months to work in Japan. Suneel's financial knowledge and experience is invaluable. Since the year end Jonathan Cope, répétiteur with The Royal Ballet, tendered his resignation as a Governor. Sad as we were to receive this, we are very grateful that Jonathan continues to teach in the School.

To maintain the rigorous standards set by the Government's *Keeping Children Safe in Education*, all Governors have completed their Level 2 training in *Child Protection and Safeguarding*. Both myself and fellow Governor, Professor Margaret Maden, Chairman of the Academic & Pastoral Committee, have been trained to Level 3. I am very grateful to the Governors for the increasing amount of time they spend on the School.

On behalf of the Board, I thank and congratulate the students and staff for another year of astonishing achievement. Every department has contributed to this admirable result.

Antonia Wellington

Chairman
The Duchess of Wellington OBE



“I thank and congratulate the students and staff for another year of astonishing achievements”

The Duchess of Wellington OBE



Photo: Schullewis.com

Ballet class at White Lodge

26 graduates joined 15 companies around the world in 2014/15:

- Chisato Katsura *The Royal Ballet*
- Lukas Bjørneboe Brændsrød *The Royal Ballet – Aud Jebsen Young Dancers Programme*
- Harry Churches *The Royal Ballet – Aud Jebsen Young Dancers Programme*
- Leo Dixon *The Royal Ballet – Aud Jebsen Young Dancers Programme*
- Isabel Lubach *The Royal Ballet – Aud Jebsen Young Dancers Programme*
- Julia Roscoe *The Royal Ballet – Aud Jebsen Young Dancers Programme*
- Leticia Dias Domingues *Birmingham Royal Ballet*
- Rachele Pizzillo *Birmingham Royal Ballet*
- Brooke Ray *Birmingham Royal Ballet*
- Kento Sumitani *American Ballet Theatre*
- William Beagley *English National Ballet*
- Josephine Frick *English National Ballet*
- Erik Woolhouse *English National Ballet*
- Adam Ashcroft *Estonian National Ballet*
- Monja Obrul *Mikhailovsky Ballet*
- Laurynas Vejalis *National Ballet of Canada*
- Kilian Smith *National Ballet of Portugal*
- Henry Dowden *National Romanian Ballet*
- Alexander Yap *Northern Ballet*
- Grace Robinson *Northern Ballet – Apprentice*
- Kenji Wilkie *Norwegian National Ballet – Apprentice*
- Grace Horne *Scottish Ballet*
- Giulia Frosi *Semperoper Ballett Dresden*
- Gareth Haw *Semperoper Ballett Dresden*
- Benjamin Thomas *Stuttgart Ballet Apprentice*
- Sophie Moffatt *Washington Ballet Studio Company*

Photo: Bill Cooper



*“ I think to be a good dancer it takes guts,
it takes discipline and it takes passion. ”*

3rd Year student, Joseph Sissens

ARTISTIC DIRECTOR'S REPORT



Christopher Powney, Artistic Director

100%

OF GRADUATING STUDENTS OFFERED PROFESSIONAL CONTRACTS



Students take part in the Lord Mayor's Show 2015



THE SCHOOL WAS ONE OF THE FIVE BENEFICIARY CHARITIES OF THE 2014/15 LORD MAYOR'S APPEAL

Previous page: Students dancing alumnus Liam Scarlett's *Third Movement*

Right: Ballet Teacher Tania Fairbairn with Year 7 students

Reflecting on my first year as Artistic Director of The Royal Ballet School, I am tremendously proud of what the School has accomplished in the 2014/15 academic year.

All of our staff and Governors have been incredibly dedicated, supportive and focused on maintaining the highest standards and quality of student experience, despite an ongoing period of austerity. Indeed, for the ninth year running, our graduates attained a 100% employment rate, joining some of the best ballet companies in the world.

This year we welcomed some illustrious ballet teachers to our team; Daria Klimentova, former Lead Principal with English National Ballet, Carol-Anne Millar, who recently retired as Principal with Birmingham Royal Ballet and Kenta Kura, former Soloist with The Royal Ballet. Each of them trained to be teachers on The Royal Ballet School teacher training course and help us provide a continuity of training and ethos between the School and the companies. My thanks also to Royal Ballet Rehabilitation Specialist and Class Teacher Brian Moloney, who worked with us as ballet teacher during a period of transition.

For me, it was a sheer pleasure to experience the year-long artistic journey and progress of our students, which concluded with our Summer performances at the Royal Opera House. It has been incredibly rewarding to witness our students developing as artists as they work on a range of repertoire, both from our heritage, and from more contemporary choreographers. These included our founder Ninette de Valois, as well as Frederick Ashton, Kenneth MacMillan, Christopher Wheeldon, Liam Scarlett and Jiří Kylián, all of whom trained at The Royal Ballet School.

These enriching experiences, paired with students' creative training and the incredible performance opportunities at School, help to develop their versatility as artists. This was evident in their outstanding performances on stage.

We were honoured to be selected as one of the beneficiary charities of the Lord Mayor's Appeal 2014/15. Students took part in a series of events



including the Lord Mayor's Show in November 2014. Wearing bespoke period hats designed by millinery students of Kensington and Chelsea College, 15 of our students joined the The Worshipful Company of Feltmakers' float at the event, watched by half a million people lining the route through London. The Appeal raised a staggering £2.4 million net, which was divided between five chosen charities. Our heartfelt thanks to the 687th Lord Mayor of London, Sir Alan Yarrow for including the School in his Appeal.

A number of our students achieved choreographic success during the year in the *Ursula Moreton Choreographic Award* at Upper School, and the *Kenneth MacMillan Choreographic Award* and the *Ninette de Valois Choreographic Award* at White Lodge. Students also excelled in the *Lynn Seymour Award for Expressive Dance* at Upper School. My congratulations to all the students for their achievements.

In March, the School hosted *Spring Celebration – A Showcase of British Dance Training* at the Linbury Studio Theatre. This was a rare and wonderful collaboration between students of The Royal Ballet School, Central School of Ballet, English National Ballet School and Elmhurst School for Dance culminating in a collaborative finale danced by students from each school, choreographed by Mikaela Polley, to a new musical composition by Philip Feeney. It was most rewarding to see such an array of young creative talent join together in this way. My thanks to Ricki Gail Conway whose generous support made this possible.

In April, all students of the 2015 graduate year travelled to New York to continue our ongoing exchange with American Ballet Theatre Studio Company. Students were invited to take part in two shows, performing Liam Scarlett's *Classical Symphony*, the 1st section of Christopher Wheeldon's *Rush* and Derek Deane's *Pas de Deux*

Chanson. Our students were remarkable ambassadors for the School, working well alongside their American counterparts.

Looking ahead, I am working with my team to focus on key objectives to ensure the School remains an international centre of excellence. On the artistic front, I will continue to develop a whole school approach, incorporating both of the School's sites and expanding the students' creative influences. The Royal Ballet School's training is among the most sought-after in the world, attracting the very best students. I look forward to continuing to nurture this exceptional British institution.

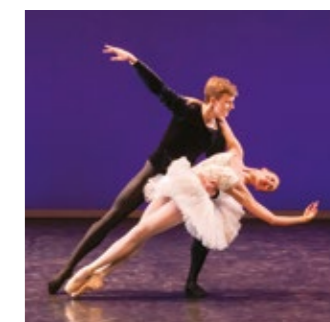
Christopher Powney
Artistic Director



Students in class

100%

A LEVEL PASS RATE



Alumnus Liam Scarlett's *Classical Symphony*, performed as part of *Spring Celebration*



9

STUDENTS GAINED CONTRACTS WITH THE ROYAL BALLET COMPANIES



2015

THE ROYAL BALLET SCHOOL CHOSEN AS ONE OF THE BENEFICIARY CHARITIES OF THE LORD MAYOR'S APPEAL

OUR HIGHLIGHTS

We are proud to highlight some significant achievements from the year in review.



1,500

7-8 YEAR OLDS WERE INTRODUCED TO BALLET THROUGH OUR PRIMARYSTEPS PROGRAMME



55%

OF A LEVELS AT A* - A GRADE



95%

OF STUDENTS ACCEPTED INTO WHITE LODGE WERE ROYAL BALLET SCHOOL ASSOCIATES



100%

OF GRADUATING STUDENTS GAINED PROFESSIONAL CONTRACTS



INSPIRING YOUNG PEOPLE



Photo: Brian Slater

A student teacher coaches one of our Junior Associates

95%

OF STUDENTS ACCEPTED INTO WHITE LODGE WERE ASSOCIATES



Photo: Brian Slater

Junior Associates with teacher Nicola Gaines

1,500

7-8 YEAR OLDS WERE INTRODUCED TO BALLET THROUGH primarySTEPS

Previous page: 3rd Year students perform Christopher Wheeldon's *Rush* at our Summer Performances



Photo: Brian Slater

Our Outreach & Access work engages, enriches and supports individuals and the wider dance community and identifies talent by:

- providing access to the resources of The Royal Ballet School and sharing our specialist knowledge and expertise in ballet training
- providing entry points to the School through partnerships, national training programmes, auditions and events
- advocating good practice

ASSOCIATE PROGRAMME

Established in 1948, the programme nurtures young talented students from ages eight to 15 who show an aptitude and desire to follow a career in classical ballet. It aims to complement the students' current private dance training by introducing them to The Royal Ballet School's

unique system of training. It is testament to the quality of the programme that at least 95% of students accepted into White Lodge were Associates.

In total, 468 students took part in Junior, Mid and Senior Associate training in 2014/15. Regular term time lessons continued in our eight Associate Centres across the UK. Additional specialised workshops in various dance styles, including classical ballet, contemporary, street and historical dance, were enjoyed by many of the Associate students from across the country in our Covent Garden studios.

Our Junior Associate students had the exciting opportunity to perform with The Royal Ballet in *Don Quixote*, *Swan Lake*, and *Alice's Adventures in Wonderland* and in *The Nutcracker* with Birmingham Royal Ballet. Both Junior and Mid Associates performed in *La Sylphide* with Queensland Ballet. These performance

opportunities give our Associates an insight into the professional life of a dancer and help them to develop a richer understanding of ballet.

primarySTEPS

primarySTEPS provides a creative introduction to ballet for 1,500 Year 3 pupils (7-8 years old) each autumn with 300 children across our five primarySTEPS centres invited to join the after-school dance classes for up to three years.

A highlight of the programme is the annual ceremony for all graduating children at our Upper School where they perform specially created dances and receive certificates from Head of Outreach & Access, Mark Annear. This event also showcases the variety of progression opportunities for primarySTEPS graduates. This year a performance was given by students from 3volution Dance Company, King Edward VI School and dancers from the Centre for Advanced Training at The Place.

We are delighted that five primarySTEPS children were offered places on The Royal Ballet School Junior Associate programme and a large number of primarySTEPS graduates have gone on to further training with Centres of Advanced Training, their schools' gifted and talented dance programmes and regional dance companies.

AUDITIONS

The Royal Ballet School remains at the top of the list for many dance students as the place to train. In total 1,921 students auditioned for a place on one of our programmes in 2015. 769 candidates undertook the preliminary auditions for full-time training and Mid and Senior Associate programmes throughout England, and 929 for the Junior Associate programme at our Associate centres. An additional 223 candidates auditioned by DVD, private audition, or at our designated centre in Livorno, Italy.

OUTREACH & ACCESS EVENTS

Every year the work of the School reaches thousands of dance students, their parents and teachers, and the general public. Throughout 2014/15 *Associate Experience days* were held in Birmingham, Leeds, London and Totnes. These events gave students, teachers and parents the opportunity to find out about our Associate Programme.

Our *Audition Insight Day*, held annually in London, is designed to demystify the audition process for young students and their parents, and reassure them that the School's auditions are open, positive and inclusive. It provides the positive message that any young dancer, with talent and aptitude, can audition for The Royal Ballet School, regardless of their background.

Following the success of *A Focus on Style* and *A Focus on Training*, The Royal Ballet School presented a third series of seminars, practical demonstrations and panel discussions, exploring creativity in ballet education and training. Over two exploration days, *A Focus on Creativity* demonstrated how we creatively approach dance training, with guest speakers Alastair Macaulay, dance critic for the New York Times, Jonathan Neelands, Warwick Business School, Professor Christopher Bannerman; Chair, ISTD and Kerry Chappell, University of Exeter, providing insight



Photo: Brian Slater

School children in a primarySTEPS class

1,921

STUDENTS AUDITIONED FOR THE SCHOOL AND ASSOCIATE PROGRAMMES



Photo: Brian Slater

Students collaborate on our aDvANCE programme

5

WORLD EXPERTS LED DISCUSSIONS AT OUR FOCUS ON CREATIVITY EVENTS

Above left: A primarySTEPS class in Dagenham



Photo: Brian Slater

Performance of the aDvANCE programme

50



YOUNG DANCERS PARTICIPATE IN SECONDARY SCHOOL PROJECT

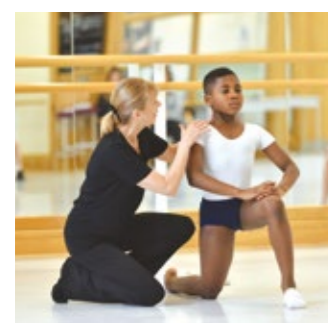


Photo: Brian Slater

Associate Programme Manager Sylvia Hubbard with a Junior Associate

12



TRAINEE TEACHERS EMBARKED ON OUR NEW DIPLOMA OF DANCE TEACHING

into the creative process. In addition to the two exploration days, Janet Karin – dance teacher, educator and President of the International Association for Dance Medicine & Science, presented a one day practical workshop for teachers, exploring creative approaches to teaching and learning dance techniques, including classical ballet.

Discover Dance is a recent addition to our access work. Targeted at primary age students with no more than six months' dance training, it provides a unique insight into ballet through introductory ballet classes, creative workshops and demonstrations by Junior Associates and Upper School students.

ADVANCE

Our aDvANCE projects provide the opportunity for our students to collaborate with their peers from mainstream secondary schools, broadening their experience through creative and cultural exchange.

aDvANCE 1 brought together young dancers from Featherstone High School with our 1st Year students. They took part in weekly choreographic sessions led by Dani Batchelor, supported by Bim Malcomson (Creative Advisor), which culminated in a collaborative performance by all 50 young dancers at our Upper School in Covent Garden. Bim Malcomson led the aDvANCE 2 project for our Year 10 students, working with young people from Lister Community School. It resulted in tremendous performances at both White Lodge and Stratford Circus in East London. The aDvANCE National project for five sixth-form colleges, partnered with Royal Ballet School 2nd Year students, encouraged the students to explore Kenneth MacMillan's *Manon*, resulting in a variety of very individual pieces in performance at the Upper School in Covent Garden.

SUMMER SCHOOL

The 2015 *International Summer School* once again proved popular with dance students from around the world. This year 1,640 applications were received from students in 67 countries, with 338 students aged 10 to 18 from 32 countries participating in the intensive training programmes at White Lodge and Covent Garden.

Students were given the opportunity to work with the School's teachers and Artistic Director, Christopher Powney, as well as guest teachers including Zenaïda Yanowsky and Valeri Hristov from The Royal Ballet, Viviana Durante, Amanda Britton, Didy Veldman, and Glenn Wilkinson. Ernst Meisner from The Dutch National Ballet created two short works for the students at Covent Garden to perform in the final demonstration. This new initiative proved very popular with students, who greatly benefited from working directly with a choreographer.

TEACHER TRAINING

In September 2014, twelve participants began studying for the newly created *Diploma of Dance Teaching*. This replaced both the *Professional Dancers Teachers Course* and the *Ballet in Education Practice* course which have been combined into the new two-year course, with participants given the opportunity to specialise in vocational or educational dance teaching in the second year. Newly appointed Teacher Training Manager, Karen Berry, has been a welcome addition to the Outreach & Access team and provided great guidance in establishing this new course. We are grateful that in the first year of the course, Royal Ballet physiotherapist Moira McCormack, respected ballet teacher Denise Winmill and dance practitioner Claire Thurman were able to continue their valued contribution to teacher training through this course.

Inspire is a comprehensive series of six seminar days devised and delivered by The Royal Ballet School throughout the UK. This new teacher enhancement programme is aimed at all classical ballet teachers but primarily targets the private dance-teaching sector. The series was launched in London in May 2015 with Seminar One and has since been running at full capacity. The demand for *Inspire* has been such that additional seminars have been planned. All seminars are scheduled to be delivered in cities nationwide over a four-year period.

Our thanks to everyone involved in our Outreach & Access programmes for their outstanding work and commitment. And most grateful thanks to the Department for Education, Andrew Lloyd Webber Foundation, Leverhulme Trust and the Clore Duffield Foundation for their continued and most valued financial support.

AUDITION ANALYSIS 2014/15

For entry September 2015

APPLICATION FORM ANALYSIS

White Lodge, Upper School & Associates for entry in September 2015

	Girls	Boys	Total
White Lodge	405	102	507
Upper School	255	80	335
Junior Associates	802	127	929
Mid Associates	284	64	348
Senior Associates	115	14	129
Total	1,861	387	2,248

Summer School 2015

	Applied	Accepted	Girls	Boys
Junior	1068	222	136	84
Senior	572	118	75	43
Total	1,640	340	211	127

AUDITION NUMBERS BY VENUE

White Lodge, Upper School, Mid & Senior Associates

	Girls	Boys	No. of Candidates	%
London	354	87	441	48
Birmingham	102	18	120	13
Bath	77	9	86	9
Manchester	103	19	122	13
Private	20	5	25	3
DVD	112	21	133	14
Total	768	159	927	100

Overseas for Upper School & White Lodge

	Girls	Boys	Total
Livorno	52	13	65

Junior Associate Auditions

Centre	No. of Candidates	Girls	Girl Intake	Boys	Boy Intake
London	333	266	26	67	20
Birmingham	141	117	18	24	9
Bath	73	68	13	5	3
Eastleigh	82	75	12	7	3
Leeds	119	110	12	9	6
Manchester	115	105	13	10	8
Newcastle	33	31	7	2	0
Totnes	33	30	8	3	2
Total	929	802	109	127	51

SUMMARY

Total number of Applications (White Lodge, Upper School & Associates) 1,921

STUDENT NUMBERS 2014/15

	Girls	Boys	Total
White Lodge	12	12	24
Year 7	13	13	26
Year 8	15	13	28
Year 9	14	11	25
Year 10	11	11	22
Year 11	65	60	125

	Girls	Boys	Total
Upper School	14	15	29
1st Year	17	16	33
2nd Year	13	16	29
3rd Year	44	47	91

Nationalities

Nationality	Count	Nationality	Count
American	6	New Zealander	1
Australian	6	Norwegian	2
Belgian	1	Portuguese	1
Brazilian	1	Slovenian	1
Chinese	2	South Korean	1
French	2	Spain	3
German	2	Swedish	2
Italian	9	British	163
Japanese	13		

Junior Associates

Centre	Sessions	Girls	Boys	Total
London 1	32	34	15	49
London 2	24	16	15	31
Birmingham 1	32	22	10	32
Birmingham 2	24	15	15	30
Bath	20	20	9	29
Eastleigh	32	25	7	32
Leeds	32	20	6	26
Manchester	28	21	12	33
Newcastle	28	7	3	10
Totnes	32	16	4	20
Total		196	96	292

Mid Associates

Centre	Sessions	Girls	Boys	Total
London 1	32	31	0	31
London 2	30	0	15	15
Birmingham	28	13	4	17
Bath	20	16	0	16
Manchester	28	17	0	17
Newcastle	28	15	0	15
Total		92	19	111

Senior Associates

Centre	Sessions	Girls	Boys	Total
London	30	37	13	50
Birmingham	30	15	0	15
Total		52	13	65



OUR ACHIEVEMENTS

Students continue to score well above national averages in their academic work.



ACADEMIC EXCELLENCE



Upper School students

55%

A* TO A GRADE AT A LEVEL



White Lodge students in chemistry

“I have a whole new family because we are such good friends.”

Right: Students at White Lodge with Head of Art Clare Quamina

Twice a year a group of prospective parents and their excited sons and daughters visit White Lodge and listen with great eagerness to our Head Girl and Head Boy talking about life at the School. You can see the light shining in the eyes of the hopeful young boys and girls as they hear about dancing in *The Nutcracker* or *Swan Lake*; or having Darcey Bussell come to talk to them about her life at the School; or working with Liam Scarlett on a brand new ballet created for our students: this is every young dancer’s dream.

Then we tell them the ‘bad’ news: The Royal Ballet School actually does ‘school’ as well as ‘ballet’ and they will have to do Maths, English and Science (and quite a few other subjects) alongside their dancing. Furthermore, many students will also have to adjust to the idea of leaving home and coming to live at a boarding school: something they might never have considered if they did not wish to become a ballet dancer and train at one of the top schools in the world. This can seem very daunting indeed, for families as well as students, irrespective of age.

So, what is life really like at The Royal Ballet School?

Well, there is good news after all. Our students get an excellent academic education, preparing them well for life after dance, and teaching them how to contribute as positive, upstanding citizens. Although boarding will always present the challenges of living as part of a community, our students thrive in their shared lives, making friends who stay with them throughout their dancing careers and often for many decades beyond.

This was another year of excellent academic results, of which our students and staff can be justifiably proud. At GCSE the A* to A pass rate



of 46% puts us at the top of national averages for maintained comprehensive schools; at A Level the A* to A grade pass rate of 55% is more than double the national average at 26%, and in the Btec, 92% of the Diploma or Extended Diploma students achieved D* to M (Distinction* to Merit) grades – the equivalent of A* to B at A Level.

Finally, we have asked the students themselves to share some of their favourite memories of last year at School, as well as any comments they have about life in general at The Royal Ballet School: we hope you enjoy their thoughts!

STUDENTS’ FAVOURITE THINGS IN 2014/15:

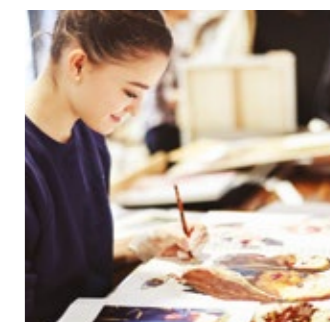
- Watching ballet at the Royal Opera House: so inspiring!
- The Mars project in Science
- Getting a Commendation Certificate
- Living with my amazing friends
- Getting a B in Maths GCSE because I struggled with it!

- Writing a French poem
- Snuggled up with a duvet, eating popcorn and watching a film
- Winning an Academic Excellence prize
- The Thorpe Park trip – it was so fun!
- Roast dinner on Sundays



A maths class at Upper School with David Bruce, Head of Maths

“Every day is a busy day so stay focused and appreciate being here.”



Upper School art class

92%

DISTINCTION* TO MERIT AT BTEC

Following page: Students in the grounds of White Lodge



EXAMINATION RESULTS 2015

PASS RATES

A-LEVEL	A*	A	B	C	D	E	U	Entries	Passes	Pass A-E rate%	A-LEVEL	2015	2014	2013	2012	2011
Art	-	-	1	1	-	-	-	2	2	100	Entries	11	11	12	9	12
English	-	1	-	1	1	1	-	4	4	100	Passes	11	11	12	9	12
French	-	4	-	-	-	-	-	4	4	100	Pass Rate %	100	100	100	100	100
Maths	-	1	-	-	-	-	-	1	1	100	%A*+B Grades	64	55	41	33	33
Total	-	6	1	2	1	1	-	11	11	100	AS-LEVEL	2015	2014	2013	2012	2011
%	-	55	9	18	9	9					Entries	23	15	27	38	41
Cum.%	-	55	64	82	91	100					Passes	20	15	26	38	37
											Pass Rate %	87	100	96	100	90

AS-LEVEL	A*	A	B	C	D	E	U	Entries	Passes	Pass A-E rate%	EAL	Distinction	Merit	Pass	Total Candidates
Art	-	-	1	2	2	-	3	8	5	63	KET				7
English	-	-	2	2	2	-	-	6	6	100	PET			1	5
French	-	-	1	2	-	1	-	4	4	100	FCE	1		2	5
Maths	-	2	1	1	-	-	-	4	4	100	CAE			3	6
Russian^	-	1	-	-	-	-	-	1	1	100	Total				18
Total	-	3	5	7	4	1	3	23	20	87					
%	-	13	22	30	17	4	13								
Cum. %	-	13	35	65	83	87	100								

^Self-taught candidate/native speaker

GCSE	A*	A	B	C	D	E	F	Entries	% A*/A	Pass rate% A*-C
Art	2	3	1	1	-	-	-	7	71	100
Dance St	2	10	4	2	-	-	-	18	67	100
English Lang.	-	8	9	1	2	-	-	20	40	90
English Lit.	-	10	7	2	1	-	-	20	50	95
Exp.Arts	2	9	6	3	-	-	-	20	55	100
French	7	3	2	-	-	-	-	12	83	100
Geography	2	3	2	1	1	-	-	9	56	89
History	1	1	3	-	-	-	-	5	40	100
Maths	3	5	5	7	-	-	-	20	40	100
Music	2	3	2	-	-	-	-	7	71	100
Science	-	3	11	4	2	-	-	20	15	90
Add. Science	-	3	7	8	1	-	-	19	16	95
Total	21	61	59	29	7	-	-	177	46	96
%	12	34	33	16	4	-	-			
Cum. %	12	46	80	96	100	-	-			

BTEC D*D*D* D*D*D D*DD DDD DDM DMM MMM

Extended Diploma in Performing Arts (Dance)	D*D*D*	D*D*D	D*DD	DDD	DDM	DMM	MMM
(Dance)	-	1	1	1	2	-	-
%	-	20	20	20	40	-	-
Total							5
Diploma in Performing Arts (Dance)	D*D*	D*D	DD	DM	MM		
(Dance)		4	6	8	3	2	
%		17	26	35	13	9	
Total						23	

The Extended Diploma is equivalent to three A-Levels; the Diploma to two A-Levels.
BTECs are awarded as Pass (P), Merit (M), or Distinction (D)



OUR FINANCES

After some difficult decisions, we have successfully streamlined our operations.



SECURING OUR FUTURE



'Fuse Box Hall' at White Lodge

70

STUDENTS WILL MOVE TO STATE-OF-THE-ART BOARDING ACCOMMODATION



Aud Jebesen Hall during renovations

Previous page: Year 8 students in class at White Lodge

The excellent outcomes for the 2014/15 academic year demonstrated that our strategy to radically reshape the School's management structure and streamline operational costs over the past three years has been a success. The tough choices made to channel our limited resources towards maintaining excellence in the students' education and dance training have been vindicated.

Against this backdrop of continued funding constraint, the audited accounts show a moderate overall surplus for the financial year ending 31 August 2015. This represents a significant achievement and is testament to everyone involved in the School, past and present.

From a fairly bleak outlook back in 2010 when the impact of the global financial crisis started to bite, the School has not only survived, it has thrived. It is now running as efficiently as possible but still faces challenges ahead. A combination of five years of frozen School fees, a total of 34 staff redundancies during the last three academic years, and suppressed salaries, limiting our ability to offer competitive packages to retain and attract the best possible teachers and staff, has not been easy.

The cost of living in London continues to rise, with property prices or the cost of rental accommodation being a significant factor for anyone attempting to move to the School from outside London. To remain competitive and maintain excellence, the School will need the continued support of its key stakeholder, the Department for Education. The Department's next four year spending plans are eagerly awaited at the time of writing this report and, in spite of pessimistic signals on the outlook for public expenditure generally, we hope the Government will see that investment in the School is worthwhile and it will offer realistic levels of inflation-proofed funding over this period.

In spite of restraint, we have been able to develop and improve our services, such as strengthening our academic and artistic teaching resources.

The School's capital appeal for new, larger and better designed boarding accommodation for our Covent Garden-based students in Pimlico is progressing well and should be opening its doors to its first students in time for the Summer term. The School now owns the freehold and the fit-out and refurbishment costs have all been funded through the amazing generosity of our supporters and donors. We are also very appreciative of the support and cooperation given by Westminster City Council's Planning Committee who granted us permission for the change of use of the premises and allowed us to build to our full requirements on the site.

Due to the Pimlico project, a more modest repairs and maintenance programme was carried out across the rest of the School's building portfolio. This included an upgrade and refurbishment of some of the shower blocks at White Lodge and a general refresh of the decorations at Jebesen House.

At Floral Street, the main reception area and staircase was refurbished and lighting converted to LED, which will result in annual energy bill savings. A similar phased LED conversion lighting project has begun at White Lodge too. A new classroom along with a new office for the academic teaching staff was also built. Both rooms were cleverly created by infilling double height spaces on the second and fourth floors.

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

For the year ended 31 August 2015

	Unrestricted Funds			Total 2015 £000	Total 2014 £000
	General Fund £000	Designated Funds £000	Restricted Funds £000		
INCOMING RESOURCES					
Incoming resources from charitable activities					
Full time students	6,939	-	-	6,939	7,079
Outreach activities	744	-	-	744	737
Partnership programme	-	-	511	511	514
Performances and tours	68	-	-	68	199
Incoming resources from generated funds					
Voluntary income	314	-	7,859	8,173	3,055
Investment income	25	-	-	25	27
Other income	26	-	-	26	32
TOTAL INCOMING RESOURCES	8,116	-	8,370	16,486	11,643
RESOURCES EXPENDED					
Cost of generating funds	163	-	-	163	151
	163	-	-	163	151
Charitable activities					
Full time students	6,826	-	682	7,508	7,846
Outreach activities	1,019	-	-	1,019	1,094
Partnership programme	-	-	553	553	611
Performances and tours	207	-	148	355	359
	8,052	-	1,383	9,435	9,910
Governance costs	27	-	-	27	27
TOTAL RESOURCES EXPENDED	8,242	-	1,383	9,625	10,088
NET INCOMING/(OUTGOING) RESOURCES BEFORE TRANSFERS	(126)	-	6,987	6,861	1,555
TRANSFERS BETWEEN FUNDS	747	8,085	(8,832)	-	-
NET INCOMING/(OUTGOING) FOR THE YEAR	621	8,085	(1,845)	6,861	1,555
OTHER RECOGNISED GAINS/(LOSSES)					
Actuarial Losses on Defined Benefit Pension Scheme	(269)	-	-	(269)	(524)
NET MOVEMENT IN FUNDS	352	8,085	(1,845)	6,592	1,031
FUND BALANCES BROUGHT FORWARD	2,026	27,506	4,824	34,356	33,325
FUND BALANCES CARRIED FORWARD	2,378	35,591	2,979	40,948	34,356

All transactions are derived from the charity's continuing operations.
All recognised gains and losses are included in the Statement of financial activities.

BALANCE SHEET

For the year ended 31 August 2015

	2015 £000	2014 £000
FIXED ASSETS		
Tangible assets	39,378	38,262
CURRENT ASSETS		
Debtors	1,160	1,256
Cash at bank and in hand	5,768	4,922
CREDITORS: Amounts falling due within one year		
Trade and other creditors	(1,569)	(1,309)
Deferred income	(2,300)	(625)
NET CURRENT ASSETS	3,059	4,244
TOTAL ASSETS LESS CURRENT LIABILITIES	42,437	42,506
CREDITORS		
Amounts falling due after one year	(682)	(7,587)
Defined benefit pension scheme liability	(807)	(563)
NET ASSETS	40,948	34,356
FUNDS		
Unrestricted funds		
General fund	2,378	2,026
Designated funds	35,591	27,506
Total Unrestricted Funds	37,969	29,532
Total Restricted Funds	2,979	4,824
TOTAL FUNDS	40,948	34,356

Report by the trustees on the Summarised Financial Statements

The above summarised financial statements are extracted from the full statutory Governors' annual report and financial statements which were approved by the Governors and signed on their behalf on 26 February 2016. The full financial statements, on which the auditors Crowe Clark Whitehill LLP gave an unqualified audit report, will be submitted to the Charity Commission and the Registrar of Companies.

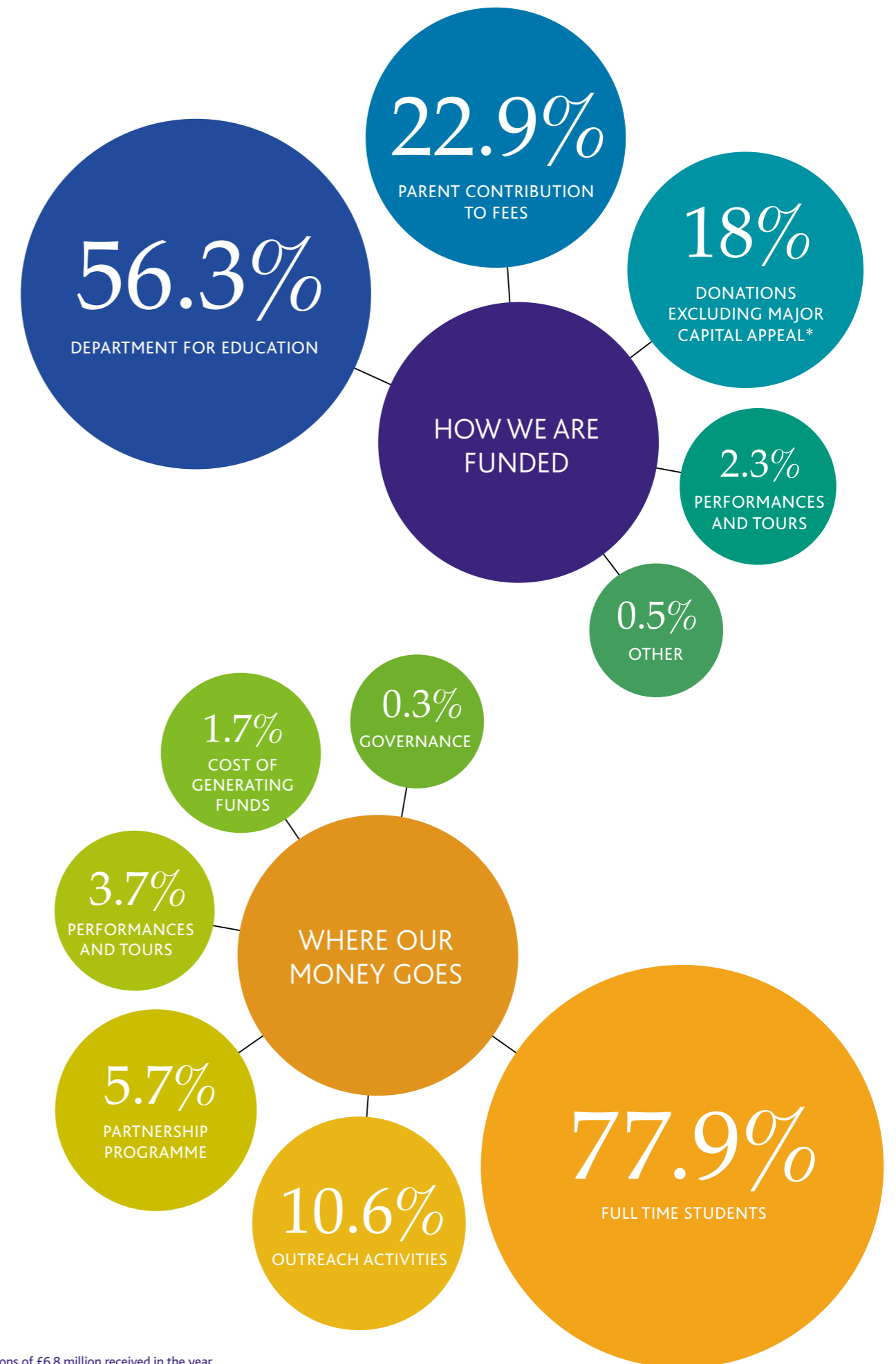
The auditors have confirmed to the Governors that, in their opinion, the summarised financial statements are consistent with the full financial statements for the year ended 31 August 2015.

These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full statutory Governors' report, financial statements and auditors' report may be obtained from finance@royalballetschool.org.uk.

Signed on behalf of the Governors

Autumn Wellington

The Duchess of Wellington OBE
Chairman



*Donations of £6.8 million received in the year for the capital appeal for the new Upper School boarding house in Pimlico

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