



ROYAL  
BALLET  
SCHOOL

A male ballet dancer in a dark, form-fitting leotard is captured in a dynamic, mid-air pose against a black background. His right arm is extended forward and slightly downward, while his left arm is raised high above his head. His legs are in a split position, with the right leg bent and the left leg extended downwards. He is wearing light-colored ballet slippers.

# ANNUAL REPORT

## 2015 / 16

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#### **VICE PRESIDENT**

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ALAN WINTER (UNTIL FEBRUARY 2017)

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JILL TAIT-HARRIS

##### **HEAD OF OUTREACH & ACCESS**

MARK ANNEAR

##### **HEAD OF DEVELOPMENT & COMMUNICATIONS**

SARAH ELIOT-COHEN

##### **HEAD OF FINANCE & ADMINISTRATION**

KATHERINE GARDINER

##### **HEAD OF SITE OPERATIONS**

ROGER ATKINSON

For a full staff list please visit [royalballetschool.org.uk/people](http://royalballetschool.org.uk/people)

#### MISSION & VISION

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### **OUR MISSION & VISION**

Our mission is to nurture, train and educate exceptional young dancers for the Royal Ballet companies and other leading UK and international companies and to inspire the future of classical ballet training.

Our vision is to be the best classical ballet school in the world.

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Excellence is the hallmark of The Royal Ballet School and 2015/16 proved to be another extraordinary year.



**100%**

100% OF GRADUATING STUDENTS GAINED PROFESSIONAL CONTRACTS FOR THE 10TH YEAR RUNNING



**A\*-C**

ALL EIGHT OF OUR *DIPLOMA OF DANCE TEACHING* STUDENTS GRADUATED FROM THE TWO-YEAR COURSE

**A\*-C**

98% OF GCSE PASSES WERE AT A\*-C GRADE, WELL ABOVE THE NATIONAL AVERAGE OF 66.9%



**12**

NEW STATE-OF-THE-ART BOARDING FACILITIES WERE CREATED FOR 1ST AND 2ND YEAR STUDENTS



**12**

12 LEADING FIGURES FROM CREATIVE AND OTHER SECTORS WORKED WITH STUDENTS AS PART OF OUR *CREATIVE ARTIST* PROGRAMME



**HEALTHY DANCER**

WE LAUNCHED OUR *HEALTHY DANCER* PROGRAMME TO UNDERPIN THE PHYSICAL AND PSYCHOLOGICAL WELL-BEING OF OUR YOUNG DANCERS

Coming to one of the top ballet schools in the world was a dream, I never thought I'd be able to achieve something like this.

CHARLOTTE TONKINSON GRADUATE, 2016



# EXCELLENCE

## Any of you who were able to get to our Summer Performances in July will know that the school is flourishing.



Photo: CountryLife

**THE DUCHESS OF WELLINGTON**  
OBE



**90 YEARS SINCE THE SCHOOL**  
WAS FOUNDED



**10 GRADUATES JOINED THE**  
ROYAL BALLET COMPANIES

Previous page: 2016 graduate  
Charlotte Tonkinson

Right: 1st Year ladies' classical class

The artistic direction put together a wonderful programme which showed the variety and reach of the school's teaching and the astonishing talent and dedication of our students. I congratulate all who were involved.

Ten graduating students gained places in the two Royal Ballet companies, for whom we are the official school. Thrillingly, a total of seven went to The Royal Ballet, one with a full contract and six on the hugely popular Aud Jebesen Young Dancers Programme. Three graduates joined Birmingham Royal Ballet, two on full contracts and one as an apprentice. In this, our 90th anniversary year, our founder Dame Ninette's vision is still alive. We work closely with both companies and are mindful of the mutual benefits this delivers.

In April our 1st and 2nd Year Upper School students moved into Aud Jebesen Hall, our new student residence in Pimlico. We knew it was ambitious to have the start of the Summer Term as our deadline to complete this capital project, so the scramble at the end came as only a small surprise. What was astonishing, however, was the atmosphere of creative determination that got the project finished. The Operations and Pastoral teams, in particular, gave freely of their time and effort to make this possible. It was an

extraordinary act of selfless teamwork. These staff have the profound gratitude and admiration of the Governors. The students and staff have settled into their new home and are taking advantage of its proximity to Covent Garden, the neighbourhood and all the improved facilities compared to our old buildings at Baron's Court. Our thanks, as ever, to the munificence of the donors, especially Aud Jebesen, who made it possible.

The Governors decided to form a new Pastoral and Compliance Committee to regularly monitor and report on these important concerns for all schools. The chairman of the committee and I are trained to Level 3 in *Child Protection and Safeguarding* and all the Board to Level 2.

We await news of government funding via the *Music and Dance Scheme* to support our students. We have coped with six out of seven years of standstill funding. We have cut back our overheads, improved our income and relied on the generosity of our wonderful supporters. Of our many friends, all of them beleaguered with requests from countless charities, I would like to mention Imagination. They have stepped in on so many occasions in the last six years and most recently in creating our 'refreshed' brand as part of their sponsorship of the school.

In June we were honoured to receive a visit from His Royal Highness The Prince of Wales, our President. He came to White Lodge, to see the work of the students and to meet and congratulate all the staff. In particular, he recognised them pulling together while the school coped with the changes which had to be made in the face of dwindling government support. And all this achieved without ever compromising our vision of excellence for the school.

It has been another year of hard work and stunning results. The Governors are deeply grateful to all the staff and are so profoundly proud of our magnificent dancers.

*Antonia Wellington*

**THE DUCHESS OF WELLINGTON** OBE  
CHAIRMAN



Photo: © Royal Ballet School/Schubertnews.com

### 25 GRADUATES JOINED 15 COMPANIES AROUND THE WORLD IN 2015/16:

**JOSEPH SISSENS**  
THE ROYAL BALLET

**GABRIEL ANDERSON**  
BIRMINGHAM ROYAL BALLET

**AITOR GALENDE BRIZUELA**  
BIRMINGHAM ROYAL BALLET

**ESTELLE BOVAY**  
THE ROYAL BALLET AUD JEBSEN  
YOUNG DANCERS PROGRAMME

**ARIANNA MALDINI**  
THE ROYAL BALLET AUD JEBSEN  
YOUNG DANCERS PROGRAMME

**CHARLOTTE TONKINSON**  
THE ROYAL BALLET AUD JEBSEN  
YOUNG DANCERS PROGRAMME

**MARIA LUISA CASTILLO YOSHIDA**  
THE ROYAL BALLET AUD JEBSEN  
YOUNG DANCERS PROGRAMME

**GIACOMO ROVERO**  
THE ROYAL BALLET AUD JEBSEN  
YOUNG DANCERS PROGRAMME

**FRANCISCO SERRANO**  
THE ROYAL BALLET AUD JEBSEN  
YOUNG DANCERS PROGRAMME

**JOHANNE MONFRET**  
BIRMINGHAM ROYAL BALLET  
(APPRENTICE)

**KIELY GROENEWEGER**  
AMERICAN BALLET THEATRE  
STUDIO COMPANY

**GABRIELLE BEACH**  
BOSTON BALLET II

**LORENZO SILINGARDI**  
EKATERINBURG STATE ACADEMIC  
OPERA AND BALLET THEATRE

**CONNIE VOWLES**  
ENGLISH NATIONAL BALLET

**NANA SAKAI**  
HONG KONG BALLET

**LORENZO TROSSELLO**  
NORTHERN BALLET

**JOSEPH AUMEER**  
PARIS OPERA BALLET

**KAHO YANAGISAWA**  
ROYAL SWEDISH BALLET

**KARL-ERIK WIGLE ANDERSSON**  
ROYAL SWEDISH BALLET

**THOMAS BRADSHAW**  
SARASOTA BALLET (APPRENTICE)

**GRACE PAULLEY**  
SCOTTISH BALLET

**MAYA NEGISHI**  
TEATRUL DE BALET SIBIU

**RIO SATO**  
TEATRUL DE BALET SIBIU

**SIMONE ACRI**  
TULSA BALLET II

**SCOTT MCKENZIE**  
VIENNA STATE OPERA BALLET

**This has been my second year as Artistic Director of The Royal Ballet School and it has been another fulfilling and successful one. I am very proud of the artistic achievement of our students and the unstinting dedication of The Royal Ballet School teachers and staff.**



**CHRISTOPHER POWNEY**  
ARTISTIC DIRECTOR

Right: A performance of Frederick Ashton's *Les Patineurs*

I am delighted to report that our graduating students achieved 100% employment for the 10th year running.

Our end-of-year season saw an exceptional run of performances. Due to the ongoing Royal Opera House *Open Up* programme, our 2016 'Linbury' performances took place in the elegant setting of Opera Holland Park followed by our matinée performance at the Royal Opera House. The return to Holland Park was the first in 15 years and, despite some less than temperate weather, it was a joy for the students and audiences to be back in this very special outdoor venue. I was thrilled by what we witnessed on stage, both at Opera Holland Park and at the Royal Opera House; the culmination of a year's hard work, combined with our students' remarkable passion for their art form.

**Our performances were the culmination of a year's hard work, combined with our students' remarkable passion for their art form.**

A very special addition to the Saturday matinée performance at Opera Holland Park was the presentation of a rewarding collaboration between our Year 10 and Dagenham Park Church of England School

students, an excerpt from *Swan Lake*, reinterpreted in choreography by Bim Malcomson. This was part of *The Advance Project*, and an opportunity for our students to work with their peers in a local secondary school. It provides a valuable forum for creative and social exchange through dance collaboration. I was delighted that we were able to present the impressive work, that resulted from this exciting and meaningful project, to a wider audience.

We are fortunate enough to have strong relationships with other top schools and companies from around the world and, as such, our students enjoyed two very important exchanges this year. A teacher exchange with the Paris Opera Ballet School in October enabled some of our students to experience classes in one of the most established styles of classical ballet. In May, we hosted a visit from the American Ballet Theatre (ABT) Studio Company who worked with our 3rd Year dancers as part of an ongoing exchange project. Their week in Covent Garden was a huge success and ended with two performances at Upper School. For the first time in the history of the exchange, dancers from both the school and ABT Studio Company performed a new collaborative choreography, created by Ethan Stiefel. Our grateful thanks to Ricki Gail Conway, whose generous support makes this annual exchange possible.

One of my key aims is to continue expanding our students' creative influences and, in autumn 2015, we introduced the *Creative Artist* programme. Since then, the school has welcomed a series of illustrious visitors at both sites.

At White Lodge: alumna Darcey Bussell, the Royal Opera House Wardrobe department, cellist Matthew Barley, author Michael

Morpurgo, dancer Laura Jones (Stoppap Dance Company) and composer Philip Spratley. At Upper School: sculptor Sir Antony Gormley, actor Sir Derek Jacobi, director Stephen Daldry, theatre designer John Macfarlane, sailor Sir Ben Ainslie and choreographer

Sir Matthew Bourne. These have been informative and inspiring talks which have provided our students with an invaluable insight into the lives and experiences of people at the top of their field in a variety of different professions and art forms.

In 2015, the school welcomed consultants from world-renowned design agency, Imagination, to conduct a refresh of the school's branding. Their time was generously offered as part of their sponsorship of the school. I am pleased to report that the results are now evident throughout the school and in our materials, lending an improved consistency and a fresh, updated feel to the school's identity. The new brand also aligns the school more closely to that of the Royal Opera House and The Royal Ballet. For this we owe much gratitude to Imagination.

**One of my key aims is to continue expanding our students' creative influences.**

I continue to focus on the implementation of a new *Healthy Dancer* programme for the school. This was under careful development during the 2015/16 academic year and we are looking towards a significant re-shape of facilities at both sites to further reinforce the healthcare and support of our dancers while they are at the school.

I look forward to moving into this new phase in 2016/17 and to the various challenges that lie ahead, as we continue to strive towards our vision of being the best classical ballet school in the world.

**CHRISTOPHER POWNEY**  
ARTISTIC DIRECTOR

**100%**

100% OF GRADUATING STUDENTS GAINED PROFESSIONAL CONTRACTS

**5**

FIVE EXCEPTIONAL SUMMER PERFORMANCES

**12**

12 EMINENT GUEST SPEAKERS ON OUR CREATIVE ARTIST PROGRAMME



**Life at The Royal Ballet School is challenging and rewarding in equal measure for our exceptional students. Here are just some of our 2015/16 highlights.**

**CREATIVE ARTIST**

We launched our new *Creative Artist* programme with a talk for students by world-famous British sculptor Sir Antony Gormley OBE.



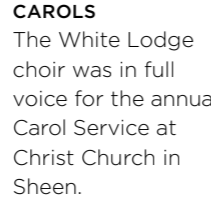
**PARIS EXCHANGE**

We welcomed two teachers from Paris Opera Ballet School. The teacher exchange proved to be an enriching experience for students and teachers alike.



**CHARITY GALA**

Some of our students had the privilege of dancing for guests at the Lord Mayor's Appeal Gala Dinner.



**CAROLS**

The White Lodge choir was in full voice for the annual Carol Service at Christ Church in Sheen.

**I'm sort of obsessed with the idea that you can take ballet into any community, into any context, and people will emotionally and imaginatively respond to it.**

**STEPHEN DALDRY** THEATRE AND FILM DIRECTOR, AT A *CREATIVE ARTIST* TALK

**AUDITIONS**

Auditions for full-time training and Mid and Senior Associates started around the country.

**CREATING BILLY**  
Billy Elliot director Stephen Daldry spoke to students for our *Creative Artist* programme.

**SEPTEMBER**

**OCTOBER**

**NOVEMBER**

**DECEMBER**

**JANUARY**

**FEBRUARY**



**WORLD BALLET DAY**

Students were broadcast to thousands of ballet fans around the world as part of live streaming from the Royal Opera House for World Ballet Day 2015.

**INSIGHT DAY**

Members of the public were invited to attend a general public insight day, to learn more about the school and our students' training.

**NUTCRACKER**

Around 75 of our students performed in The Royal Ballet's Christmas spectacular *The Nutcracker*.

**ASSOCIATE EXPERIENCE**

Young people were invited to experience what it's like to be a Junior Associate with a day of workshops and demonstrations at our Covent Garden studios.



**CHOREOGRAPHY**

Our annual *Ursula Moreton Choreographic Award* was held, showcasing nine 2nd Year students' original choreography. The winner was Joshua Junker with *Jangala*.



**YOUNG CREATIVES**

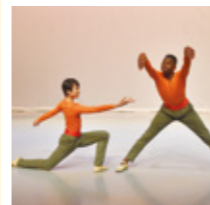
Year 7 student Guillem Cabrera Espinach won first prize in the *Ninette de Valois Junior Choreographic Award* with his composition *Sunset*.

**OLYMPIC INSPIRATION**

Olympic sailor Sir Ben Ainslie was one of the *Creative Artist* speakers.



**MARCH**



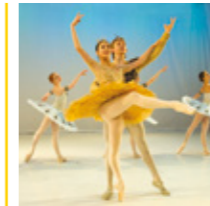
**ADVANCE PROJECT PERFORMANCE**

Young people from Dagenham Park School teamed up with White Lodge students to perform an impressive collaborative dance inspired by *Swan Lake*.

**APRIL**

**NEW HOME**

Students moved into new state-of-the-art accommodation, *Aud Jebson Hall*, in Pimlico.

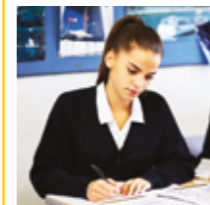


**NYC-LONDON**

We were honoured to host American Ballet Theatre Studio Company at Upper School for our annual exchange programme.



**MAY**



**GCSEs**

Our Year 11s took their GCSE examinations - the A\* to C pass rate rose from 96% to 98%: the national average being 66.9%.

**ROYAL PATRONAGE**

Our President HRH The Prince of Wales made a special visit to White Lodge to meet students and thank staff for their commitment.



**JUNE**

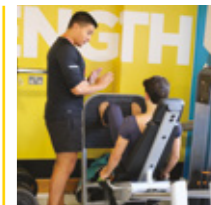
**PATRON'S LUNCH**

The school's longest serving staff members attended HM The Queen's 90th birthday celebrations on the Mall in London at the *Patron's Lunch*.



**STAGE CALL**

After months of rehearsals, students took to the stage at Opera Holland Park and the Royal Opera House for five spectacular Summer Performances.



**TEACHER SUCCESS**

We were proud that all eight students on the 2014-16 *Diploma of Dance Teaching* course successfully graduated from their two-year qualification.

**HEALTHY DANCER**

Work completed on renovations to our fitness studios at Upper School with a new fully-equipped pilates studio and gym - all part of our new *Healthy Dancer* initiative.



**SUMMER SCHOOL**

314 students from 61 countries joined us for two weeks of world class ballet training at White Lodge and Upper School.

**CONTRACTS**

For the 10th year running, 100% of our graduating students secured contracts with ballet companies around the world.

Our Outreach & Access programme goes from strength to strength. This year we introduced nearly 2,000 young people to ballet, welcomed ballet teachers to our new *Inspire* seminars across the UK and saw the first cohort of *Diploma of Dance Teaching* students successfully graduate.

Primary Steps made me feel proud of myself and showed me I can do whatever I choose, with a bit of courage.

PRIMARY STEPS GRADUATE YEAR 6



# REACH

**Our Outreach & Access work engages, enriches and supports individuals and the wider dance community, and identifies talent internationally.**

The Outreach & Access team aims to broaden access to the resources of The Royal Ballet School, sharing our specialist knowledge and expertise in ballet training. It also provides entry points to the school through partnerships, national training programmes, auditions and events, advocating good practice.

**ASSOCIATE PROGRAMME**

Established in 1948, the programme nurtures talented students, aged 8 to 17, who show an aptitude and desire to follow a career in classical ballet. It aims to complement the Associate students' current dance training by introducing them to the unique System of Training of The Royal Ballet School. It is testament to the quality of the programme that, in 2015/16, 83% of students accepted into Year 7 at White Lodge were Associates.

Senior Associate classes. In 2015/16 a further level of training was piloted at the Upper School for students aged 16 to 17. This new programme, Advanced Associates, targets students in their final years of secondary school who are planning to undertake dance training or education at a tertiary level.

In all, 490 students participated across all levels of Associates, all taking part in regular term time classes at our eight Associate Centres across the UK. In addition they attended special one-off workshops at our Upper School studios, working in various dance styles, including classical ballet, contemporary, street and historical dance.

One of the great benefits for Associate students is that some will get the chance to perform with the Royal Ballet companies and other major dance companies from around the world. This year Associate students performed with The Royal Ballet in *The Winter's Tale* and

For many years, the Associate Programme has provided outstanding training for students up to the age of 15 through Junior, Mid and

Previous page: Primary Steps graduates 2016

The Advance Project performance in 2016



Photo: © Royal Ballet School/Brian Slatyer



2,299 STUDENTS AUDITIONED FOR THE SCHOOL AND ASSOCIATE PROGRAMMES



83% OF STUDENTS ACCEPTED INTO WHITE LODGE WERE ASSOCIATES

*Romeo and Juliet*, and with Birmingham Royal Ballet in *The Taming of the Shrew* and *Romeo and Juliet*. They also had a rare chance to perform with the Bolshoi Ballet in *Le Corsaire* and with the Australian Ballet in *Cinderella*.

**THE ADVANCE PROJECT**

*The Advance Project* provides the opportunity for Royal Ballet School students to collaborate with peers from a local secondary school, thus broadening their experience through creative and cultural exchange.

In 2016, due to reduced funding from the Department for Education for the school's Access programme, *Advance* was reduced to one project at White Lodge. Year 10 students, in collaboration with students from Dagenham Park Church of England School, performed a newly created work, *To the Point*, inspired by the ballet *Swan Lake*. Taking the ideas of geometry used in classical ballet to create movement material, the work explored aspects of being a teenager, exemplified by the character of the Prince in *Swan Lake*.

The success of this project resulted in *To the Point* being performed at the school's Opera Holland Park matinee, the first time that *The Advance Project* has been included in the school's Summer Performances.

**AUDITIONS**

The Royal Ballet School is recognised as one of the world's top dance institutions, with many students wishing to train at the school. This year 2,299 students auditioned for entry into one of our programmes. There were 911 candidates who undertook the preliminary auditions for White Lodge and Upper School, as well as the Mid, Senior and Advanced Associate programmes throughout England. In addition, 1,160 dancers auditioned for the Junior Associate programme and 228 candidates auditioned for our programmes in Livorno Italy, by DVD or private audition.

**OUTREACH & ACCESS EVENTS**

The Outreach & Access department offers a broad range of events for students, their parents and teachers and the general public each year. Throughout 2015/16 more than 300 students attend *Junior Associate Experience* days in Bath, Birmingham, Dundee, Leeds, London and Newport. These events give students, teachers and parents the



Photo: © Royal Ballet School/Kate Davison

opportunity to find out about our Junior Associate Programme.

Discover Dance event

The *Audition Insight Day* held annually in London demystifies the audition process for young students and their parents and reassures them that the school's auditions are open, positive and inclusive. It provides the message to any young dancer with talent and aptitude that they can audition for The Royal Ballet School, regardless of their financial circumstances.

**Any young dancer with talent and aptitude can audition for The Royal Ballet School.**

*Discover Dance* was a one-day event held in April for 7 to 9-year-olds with little-to-no dance experience, and teachers interested in creativity in dance teaching. Participants spent a day at The Royal Ballet School to find out more about the art of ballet through workshops and a demonstration from students.

We also held three *Insight Days* this year, offering Primary and Secondary students, as well as the general public, an informative look at life at The Royal Ballet School. Audiences at each event were able to see a demonstration ballet class and ask students questions about their training.



**1,820**

1,820 7-8 YEAR OLDS WERE INTRODUCED TO BALLET THROUGH PRIMARY STEPS

**1,716**

1,716 APPLICANTS FOR 314 PLACES AT OUR SUMMER SCHOOL

**8**

8 STUDENT TEACHERS GRADUATED FROM OUR DIPLOMA OF DANCE TEACHING



Seven of our eight Diploma of Dance Teaching graduates

**PRIMARY STEPS**

Every year Primary Steps provides access to creative ballet education for nearly 2,000 children, targeting areas of social, economic and cultural diversity. It is a national junior school programme which offers creative ballet workshops to Year 3 children (aged 7 to 8) and weekly after-school classes up to the age of 11 for selected children. In 2015/16, 1,820 students participated in the programme.

Each year a highlight of the programme is the graduation ceremony for Year 6 students. This takes place in the Linden Studio at Upper School where the graduates, along with Year 5 students, perform dances specially created for them and receive certificates from our Head of Outreach & Access, Mark Annear. A feature of this event is a series of performances by Primary Steps graduates who are now doing further dance training. This year, students with Launch, Trinity Laban Conservatoire of Music and Dance and the Centre for Advanced Training (CAT), Dance4, demonstrated the dance pathways available to our Primary Steps graduates.

At the end of the year, one Primary Steps graduate was accepted into the CAT at DanceEast (Ipswich) and one into the CAT at Dance4 (Nottingham). We now have Primary Steps graduates between the ages of 11 and 17 placed in CATs at the Lowry, Swindon Dance, DanceEast and Dance4. Seven Primary Steps children also participated in our Associate Programme.

**SUMMER PROGRAMME**

The school's 2016 Summer Programme proved as popular as ever with 1,716 dancers from 64 countries applying for 314 places on the intensive training programmes offered at White Lodge and Covent Garden. Students had the privilege to be taught by the school's teachers, including Artistic Director Christopher Powney, as well as guest teachers Darcey Bussell, Leanne Benjamin, Sarah Wildor, Ernst Meisner, Didy Veldman, Glenn Wilkinson, Kerry Fletcher and Mavis Becker.

**TEACHER TRAINING**

In July 2016, our first cohort of eight participants graduated from the *Diploma of Dance Teaching*. This new two-year course, established in 2014 for current and ex-professional dancers and teachers, provides a foundation in teaching ballet to a broad range of students.

Participants have the opportunity to specialise in teaching in either vocational or educational settings.

**In July 2016, our first cohort of eight participants graduated from the *Diploma of Dance Teaching*.**

*Inspire* is a comprehensive series of six seminars devised and delivered by The Royal Ballet School across the UK. It is a teacher enhancement programme aimed at all classical ballet teachers but primarily targeting the private dance-teaching sector. In its first year, 447 dance teachers from the UK participated in seminars one to four. The final two seminars will be launched in the 2016/17 academic year.

Thanks to everyone involved in the Outreach & Access programmes for their outstanding work and commitment. Most grateful thanks to the Leverhulme Trust and Clore Duffield Foundation for their continued support of our important work.

**AUDITION ANALYSIS 2015/16**

**WHITE LODGE, UPPER SCHOOL & ASSOCIATES FOR ENTRY IN SEPTEMBER 2016**

	GIRLS	BOYS	TOTAL
White Lodge	403	93	496
Upper School	251	51	302
Junior Associates	1,011	149	1,160
Mid Associates	358	70	428
Senior Associates	146	12	158
Advanced Associates	39	3	42
<b>Total</b>	<b>2,208</b>	<b>378</b>	<b>2,586</b>

**SUMMER SCHOOL 2016**

	WL	CG	Total
British	397	91	488
EU	468	228	696
Rest of the World	275	257	532
<b>Total</b>	<b>1,140</b>	<b>576</b>	<b>1,716</b>

**AUDITION NUMBERS BY VENUE**

**WHITE LODGE, UPPER SCHOOL, MID, SENIOR AND ADVANCED ASSOCIATES**

	GIRLS	BOYS	NO. OF CANDIDATES	%
London	437	88	525	48
Birmingham	121	20	141	13
Bath	84	16	100	9
Manchester	130	15	145	13
Private	13	2	15	1
DVD	136	23	159	15
<b>Total</b>	<b>921</b>	<b>164</b>	<b>1,085</b>	<b>100</b>

**OVERSEAS FOR WHITE LODGE & UPPER SCHOOL**

	GIRLS	BOYS	TOTAL
Livorno	45	9	54

**JUNIOR ASSOCIATE AUDITIONS**

CENTRE	NO. OF CANDIDATES	GIRLS	GIRLS INTAKE	BOYS	BOYS INTAKE
London	420	355	26	65	15
Birmingham	173	146	23	27	9
Bath	81	77	14	4	2
Eastleigh	109	97	11	12	7
Leeds	166	153	11	13	6
Manchester	129	116	16	13	3
Newcastle	35	30	7	5	1
Totnes	47	37	9	10	5
<b>Total</b>	<b>1,160</b>	<b>1,011</b>	<b>117</b>	<b>149</b>	<b>48</b>

**SUMMARY**

**Total number of students auditioning (White Lodge, Upper School & Associates) 2,299**

**STUDENT NUMBERS 2015/16**

**WHITE LODGE**

	GIRLS	BOYS	TOTAL
Year 7	14	13	27
Year 8	13	13	26
Year 9	13	13	26
Year 10	16	10	26
Year 11	14	11	25
<b>Total</b>	<b>70</b>	<b>60</b>	<b>130</b>

**UPPER SCHOOL**

	GIRLS	BOYS	TOTAL
1st Year	14	16	30
2nd Year	14	15	29
3rd Year	14	13	27
<b>Total</b>	<b>42</b>	<b>44</b>	<b>86</b>

**NATIONALITIES**

American	9	Irish	1
Australian	5	Italian	9
Belgian	3	Japanese	12
British	149	Korean	2
Canadian	1	Norwegian	4
Chinese	1	Portuguese	2
Dutch	2	Spanish	5
French	1	Swedish	3
German	2		

**DUAL NATIONALITIES**

Australian/Swiss	1	American/Swiss	1
American/British	2	Italian/Japanese	1

**JUNIOR ASSOCIATES**

CENTRE	SESSIONS	GIRLS	BOYS	TOTAL
London 1	32	35	16	51
London 2	24	16	17	33
Birmingham 1	32	23	10	33
Birmingham 2	24	15	12	27
Bath	24	14	18	32
Eastleigh	32	19	11	30
Leeds	32	25	10	35
Manchester	28	22	11	33
Newcastle	28	8	2	10
Totnes	30	18	5	23
<b>Total</b>		<b>195</b>	<b>112</b>	<b>307</b>

**MID ASSOCIATES**

CENTRE	SESSIONS	GIRLS	BOYS	TOTAL
London 1	32	29	0	29
London 2	30	0	17	17
Birmingham	28	14	1	15
Bath	24	14	0	14
Manchester	28	17	0	17
Newcastle	28	12	1	13
<b>Total</b>		<b>86</b>	<b>19</b>	<b>105</b>

**SENIOR ASSOCIATES**

CENTRE	SESSIONS	GIRLS	BOYS	TOTAL
London	30	33	17	50
Birmingham	30	14	0	14
<b>Total</b>		<b>47</b>	<b>17</b>	<b>64</b>

**ADVANCED ASSOCIATES**

CENTRE	SESSIONS	GIRLS	BOYS	TOTAL
London	12	14	0	14
<b>Total</b>		<b>14</b>	<b>0</b>	<b>14</b>

**PRIMARY STEPS**

CENTRE	TOTAL
Blackpool	63
Bury St Edmunds	76
Dagenham	78
Mansfield	63
Swindon	56
<b>Total</b>	<b>336</b>

Our talented dancers are also excelling in the classroom - achieving academic results well above the national average.

Students throughout the school develop learning skills at an unusually high level and demonstrate excellent academic subject knowledge.

ISI REPORT 2016

# AMBITION

**We give our students the best possible academic education during their training, not only to help them to open up their opportunities beyond ballet, but also to give them tools to develop their careers as thinking, feeling artists.**

This year we recorded another impressive set of academic results achieved by our talented students, showing yet again that the focus, determination and sheer hard-work of a dancer yields success in the classroom as well as in the studio. Congratulations go to the students and to the academic and house staff, who make these remarkable achievements possible.

Subjects studied include Maths, English, Science, and BTEC Dance to name but a few, all requiring daytime lessons as well as additional prep every evening. Our students have very full lives both in and out of the studio - not least baking cakes for the annual Macmillan Cake sale.

The Autumn Term started off with the arrival of an energetic new cohort of students at White Lodge and Upper School. As ever, they were soon swept up by the 'old hands' who showed them the ropes and helped them settle in.

As the year continued, students took part in the White Lodge annual inter-house swimming gala and at Upper School, the first BTEC assignments were submitted. Assemblies at both sites marked Remembrance Day.

*The Nutcracker* was in full swing in November and December, with some students balancing rehearsals with their regular ballet training and academic classes and the White Lodge choir rehearsed for a well-attended Carol

Service at Christ Church in Sheen. Meanwhile the Upper School students were busy collating a playlist for their Christmas Party.

**The focus, determination and sheer hard-work of a dancer yields success in the classroom as well as the studio.**

In January the Year 11s went straight into mock GCSEs and Year 9 started to plan ahead for their GCSE courses: the first time they get to choose what they study.

**A\*-C**

98% OF GCSE PASSES WERE AT A\*-C GRADE

**A\*/A**

43% OF GCSE PASSES WERE AT A\*/A GRADE

Later in the Spring Term our White Lodgers escaped for their annual visit days to the likes of Hampton Court and the Freed factory, while final auditions for the following academic year took place.

The Summer Term started with students and staff of all ages getting involved in Easter egg hunts - some light relief from their hard work in the run up to external and internal exams, and the Summer Performances.

In June we welcomed new students and parents for September to White Lodge and Year 7s started to prepare for the big step up to being Year 8s. We also celebrated HM The Queen's 90th birthday, hosted a visit

White Lodge students

Previous page: A Maths lesson at White Lodge using an interactive Smart Board  
Upper School students



Photos: © Royal Ballet School/Schullewis.com

**Graduation marked the end of one era and the beginning of an exciting new one for our 3rd Year students.**

In July academic lessons gave way to preparations for the Royal Opera House matinée and the spectacular *Grand Defilé*. Graduation marked the end of one era and the beginning of an exciting new one for our 3rd Year students.

from HRH The Prince of Wales, held the ever-popular White Lodge Summer Fair, invited new parents and students to an introductory day at Upper School, staged the Year 11 Celebration and four performances at Opera Holland Park – a busy month!

Head of Science Charlotte Green



Photo: © Royal Ballet School/Schuhlewis.com

**EXAMINATION RESULTS 2016**

BTEC	D*D*	D*D	DD	DM	MM
Diploma Performing Arts (Dance)	2	2	5	5	3
<b>Total</b>					<b>17</b>
%	12	12	29	29	18
Cumulative %	12	24	53	82	100

*The Diploma is equivalent to two A-Levels*

**EXTENDED**

BTEC	D*D*D*	D*D*D	D*DD	DDD	DDM	DMM	MMM
Extended Diploma in Performing Arts (Dance)	2	2	-	1	1	-	2
<b>Total</b>							<b>8</b>
%	25	25	0	13	13	0	25
Cumulative %	25	50	50	63	75	75	100

*The Extended Diploma is equivalent to three A-Levels*

**A-LEVEL**

	A*	A	B	C	D	E	U	Entries	Passes	Pass rate%
Art	-	-	-	1	2	1	-	4	0	100
English	-	-	1	2	-	-	-	3	33	100
French	-	-	-	1	2	-	-	3	0	100
Maths	-	1	1	1	-	-	-	3	67	100
Russian	-	1	-	-	-	-	-	1	100	100
<b>Total</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>14</b>	<b>29</b>	<b>100</b>
%		14	14	36	29	7				
Cumulative %	14	29	64	93	100					

**GCSE**

	A*	A	B	C	D	E	F	Entries	%	Pass rate%
Art	-	9	2	2	-	-	-	13	69	100
Dance Studies	2	2	4	1	-	-	-	9	44	100
English Lang.	1	4	11	7	-	-	-	23	22	100
English Lit.	4	2	11	6	-	-	-	23	26	100
Exp. Arts	5	11	4	1	-	-	-	21	76	100
French	4	3	5	1	1	-	-	14	50	93
Geography	1	2	5	1	1	-	-	10	30	90
History	3	4	2	2	-	-	-	11	64	100
Maths	3	8	12	1	1	-	-	25	44	96
Music	-	6	4	-	-	-	-	10	60	100
Science	-	6	12	3	1	1	-	23	26	91
Add. Science	-	5	11	2	-	-	-	18	28	100
<b>Total</b>	<b>23</b>	<b>62</b>	<b>83</b>	<b>27</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>200</b>	<b>43</b>	<b>98</b>
%		12	31	42	14	2	1			
Cumulative %	12	43	84	98	100	100				

EAL	Distinction	Merit	Pass	Total	Candidates
KET			1	1	2
PET		2	3	4	9
FCE		1	2	2	5
CAE			1	2	3
<b>Total</b>					<b>19</b>

**PASS RATES**

GCSE	2016	2015	2014	2013	2012
Pass Rate % (A*-C)	98	96	95	90	92

BTEC	2016	2015	2014	2013	2012
Pass Rate % (D*D*-MM)	100	100	100	100	100

EXTENDED BTEC	2016	2015	2014	2013	2012
Pass Rate % (D*D*D*-MMM)	100	100	100	100	100



100% PASS RATE IN YEAR 9 LAMDA EXAMS, 38% WITH DISTINCTION, 50% WITH MERIT



SIX WHITE LODGE STUDENTS WON PRIZES IN THE ROYAL COLLEGE OF ART'S 2016 YOUNG ART EXHIBITION IN MARCH, SELECTED FROM 7,500 ENTRIES



100% PASS RATE IN WHITE LODGE ABRSM MUSIC EXAMS, 19% WITH DISTINCTION, 56% WITH MERIT

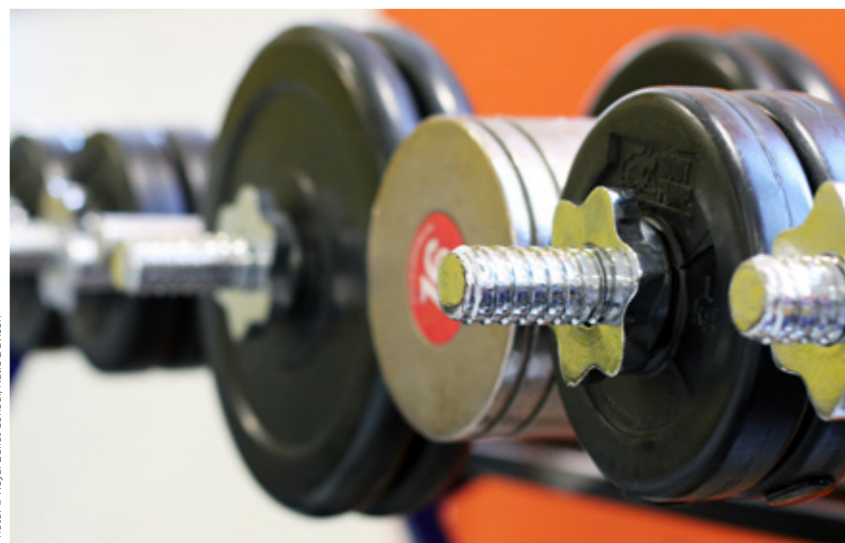
We work tirelessly to ensure we provide the best possible environment for both work and homelife for our students to thrive - this in light of continued funding restrictions.

In spite of difficult financial conditions, a notable success this year was completing Aud Jebsen Hall, a new residence for students in Pimlico.



# RESILIENCE

## The financial results for 2015/16 met all targets and expectations, with the school once again achieving its financial objective of income matching expenditure.



Previous page: 3rd Year students perform Stijn Celis' *Vertigo Maze*

The Healthcare Suite at Upper School



**1ST AND 2ND YEAR STUDENTS MOVED INTO NEW, STATE-OF-THE-ART ACCOMMODATION**



**SCHOOL RATED EXCEPTIONAL FOR STUDENT OUTCOMES (ISI 2016)**

For the first time in five years, the Department for Education (DfE) agreed to a small fee increase (2%) in 2015/16 which, when combined with other operational savings, enabled us to redirect resources and plan for some modest growth in student services, especially in health and wellbeing support. The DfE's position on fees proved to be a temporary respite, as they have been frozen again for the 2016/17 academic year. At the time of writing this report, news has been received that the DfE's Music and Dance Schools (MDS) budget for 2017/18 will be unchanged, but no decisions have been made on how it will be allocated to the schools and projects it supports.

Another year of standstill fees for 2017/18 will be extremely challenging if the school is to maintain excellence in its teaching standards. That would mean fees have been frozen for six out of seven years which equates to a 12% cut in the grant since 2010 because of the effects of inflation.

In spite of prevailing difficult financial conditions, a notable success was completing Aud Jebesen Hall, our new residence for students in Pimlico, which was opened for the Summer Term of 2016. The project turned out to be testing in many ways, particularly as our main building contractor went into liquidation a third of the way through the contract. However, under the calm leadership of Alan Winter, Chief Operating Officer, it galvanised governors, staff, students, parents and donors to work together and deliver a much-needed

new facility. The 1st and 2nd Years of the Upper School are now comfortably housed, fed and watered in fully compliant purpose-designed boarding accommodation which has transformed their lives and given them much better living standards.

Another outstanding achievement in the face of a prolonged period of funding cuts was being judged exceptional for student outcomes in the ISI inspection conducted in November 2015. Unfortunately, a couple of technical compliance failures during the inspection needed attention, but these were quickly addressed and the ISI monitoring visit, carried out later in 2016, confirmed the school is fully compliant in its management and governance. We are unlike most other boarding schools and the nature of the school's set up, particularly with our extensive national Associate and community outreach programmes, makes meeting the ever more exacting compliance regulations difficult to administer.

After four years of government cuts, we operate on a very lean administrative staff structure and yet boarding, safeguarding and health and safety compliance procedures become more and more onerous with each government review. Parents and supporters can be reassured that we continually monitor the position and make no compromises on issues affecting the health and well-being of our students.

Space for expansion at Floral Street remains at a premium but more work was done during the summer break of 2016 to create an additional classroom to support delivery of the new blocked timetable. Work was also completed at White Lodge to provide new public toilet facilities and meeting rooms off the main reception area, vastly improving the school's pragmatic management of controlling access and separating our visitors and the public from the main school areas. An overhaul of shower and toilet facilities also took place in the Year 9, 10 and 11 boarding block. The programme of LED lighting conversion also continued, resulting in significant savings in energy consumption and costs. The 3rd Year accommodation at Jebesen House in Covent Garden also received a much welcome make-over and refurbishment.

## STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 August 2016, including an income and expenditure statement

	Unrestricted Funds			Total 2016 £000	Total 2015 £000
	General Funds £000	Designated Funds £000	Restricted Funds £000		
<b>INCOME FROM:</b>					
Charitable activities	7,788	-	-	7,788	7,453
Donations	1,374	-	7,104	8,478	9,395
Other income	30	-	-	30	53
<b>TOTAL INCOME</b>	<b>9,192</b>	<b>-</b>	<b>7,104</b>	<b>16,296</b>	<b>16,901</b>
<b>EXPENDITURE ON:</b>					
<b>Raising funds</b>					
Development and fundraising	186	-	-	186	163
	186	-	-	186	163
<b>Charitable activities</b>					
Teaching	2,531	-	97	2,628	2,512
Pastoral and welfare	1,394	-	54	1,448	1,310
Outreach and partnership	774	-	411	1,185	1,142
Premises	2,707	-	20	2,727	2,540
Support and governance	1,772	-	24	1,796	1,717
Grants and prizes	-	-	588	588	665
	9,178	-	1,194	10,372	9,886
<b>TOTAL EXPENDITURE</b>	<b>9,364</b>	<b>-</b>	<b>1,194</b>	<b>10,558</b>	<b>10,049</b>
<b>NET INCOME / (EXPENDITURE)</b>	(172)	-	5,910	5,738	6,852
Transfers between funds	869	4,709	(5,578)	-	-
<b>Other recognised losses</b>					
Actuarial losses on defined benefit pension scheme	(655)	-	-	(655)	(260)
<b>NET MOVEMENT IN FUNDS</b>	<b>42</b>	<b>4,709</b>	<b>332</b>	<b>5,083</b>	<b>6,592</b>
<b>TOTAL FUNDS BROUGHT FORWARD</b>	<b>2,378</b>	<b>35,591</b>	<b>2,979</b>	<b>40,948</b>	<b>34,356</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>2,420</b>	<b>40,300</b>	<b>3,311</b>	<b>46,031</b>	<b>40,948</b>

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 2016

	2016 £000	2015 £000
<b>FIXED ASSETS</b>		
Tangible assets	42,627	39,378
<b>CURRENT ASSETS</b>		
Debtors	1,331	1,160
Cash at bank and in hand	7,489	5,768
<b>TOTAL CURRENT ASSETS</b>	<b>8,820</b>	<b>6,928</b>
<b>Creditors: amounts falling due within one year</b>		
Trade and other creditors	(1,174)	(1,569)
Deferred income	(2,386)	(2,300)
<b>NET CURRENT ASSETS</b>	<b>5,260</b>	<b>3,059</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>47,887</b>	<b>42,437</b>
<b>Creditors: amounts falling due within one year</b>		
Defined benefit pension scheme liability	(1,455)	(807)
<b>TOTAL NET ASSETS</b>	<b>46,031</b>	<b>40,948</b>
<b>THE FUNDS OF THE CHARITY:</b>		
<b>Unrestricted funds</b>		
General fund	2,420	2,378
Designated funds	40,300	35,591
<b>TOTAL UNRESTRICTED FUNDS</b>	<b>42,720</b>	<b>37,969</b>
<b>RESTRICTED FUNDS</b>	<b>3,311</b>	<b>2,979</b>
<b>TOTAL CHARITY FUNDS</b>	<b>46,031</b>	<b>40,948</b>

### 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 6 February 2017. 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 2016.

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@royalballschool.org.uk](mailto:finance@royalballschool.org.uk).

Signed on behalf of

*Antonia Wellington*

THE DUCHESS OF WELLINGTON OBE  
CHAIRMAN



\*Donations of £5.6 million received in the year for the capital appeal for the new Upper School boarding house Aud Jebesen Hall

We extend profound gratitude to our generous supporters, who help to ensure our students are given every opportunity to be the best they can be.

We continue to strive towards our vision of being the best classical ballet school in the world.

CHRISTOPHER POWNEY ARTISTIC DIRECTOR



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**Our supporters are a community of generous individuals, companies and grant-giving trusts, all committed to developing the next generation of classical ballet dancers.**

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Previous page: 3rd Year men perform *Concerto Grosso* by Helgi Tómasson

White Lodge students wait in the wings at Opera Holland Park

Alexandra Williams  
 Simon Wright

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Emilie Salama-Caro  
Annabella Ward  
Billy White

Our most grateful thanks to those who have been kind enough to leave gifts to The Royal Ballet School in their will.

The school abides by the appropriate code of conduct for all its fundraising, including consideration of the issues raised in the Etherington Review into Charity Fundraising Practice issued in September 2015, which put an emphasis on donor experience.



ROYAL  
BALLET  
SCHOOL

46 FLORAL STREET  
COVENT GARDEN  
LONDON WC2E 9DA  
+44 (0)20 7836 8899

WHITE LODGE  
RICHMOND PARK  
SURREY TW10 5HR  
+44 (0)20 8392 8440

[enquiries@royalballetschool.org.uk](mailto:enquiries@royalballetschool.org.uk) | [royalballetschool.org.uk](http://royalballetschool.org.uk)

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