Registered Company Number: 364456 Registered Charity Number: 312821

LAMDA LIMITED REPORT AND ACCOUNTS YEAR ENDED 31 AUGUST 1999

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LAMDA LIMITED YEAR ENDED 31 AUGUST 1999 TRUSTEES' REPORT

EXECUTIVE BOARD

The Members of the Executive Board who served throughout the year except as otherwise noted were:

Luke Rittner (Chairman) Douglas Slater (Vice - Chairman) (Resigned 1 March 2000) Eileen Collins LLAM (Hons) Jeremy Conway Zoë Dominic * Anthony Fry Joyce Hytner Doreen Jones David McWilliam (Resigned 31 December 1999) Ann Money - Coutts Alice Rayman Harold Sanditen Mark Schnebli * Sue Stapely Janet Suzman (Vice - Chairman of Advisory Council) Georgina Vestey (Resigned 9 November 1999) Timothy West CBE, FRSA (Chairman of Advisory Council)

(* Member of Audit Committee)

The Executive Board members, who are the trustees for charitable purposes, are the directors of LAMDA Limited. The Advisory Council acts to assist the Board in making policy decisions.

OFFICERS

Principal
Vice - Principal
Principal of Examinations

General Administrator and Company Secretary

Peter James FRSA

Colin Cook Ann Crawley

Tony Sprackling F.C.A.

ADVISERS

BANKERS

Coutts & Co St Martins Office 440 Strand

London WC2R 0QS

SOLICITORS

Harbottle & Lewis Hanover House 14 Hanover Square

W2R 0BE

AUDITORS

Horwath Clark Whitehill 25 New Street Square

London EC4A 3LN

SURVEYORS

Conrad Ritblat

14 Manchester Square

London W1A 1BA

INSURANCE BROKERS

Morgans 41 Gay Street

Bath BA1 2NT

CONSTITUTION

LAMDA Limited was incorporated as a company limited by guarantee on 20 December 1940. It is a registered charity, number 312821.

OBJECTS

LAMDA (the London Academy of Music and Dramatic Art) is the longest established drama school in Britain and one of the most prestigious in the world. Its objects are the teaching of music and dramatic art in all its branches. It was founded in 1861 as a conservatoire for amateurs interested in music and public speaking. Since then it has grown into a highly professional organisation offering three services:-

The Drama School

Providing the finest training for actors and stage managers.

LAMDA Examinations

A drama and communications based examination syllabus which operates throughout the world.

LAMDA Business Performance

Providing expert advice and coaching for men and women in business who wish to improve their communication and presentation skills.

Over the years LAMDA has built upon its strengths while keeping pace with the times so that it is now recognised as the most forward-looking academy of its kind in the world.

Our students join the Academy expecting to receive the very best training available and LAMDA is proud of its reputation for opening its doors to students of promise without regard to their background or financial circumstances. We believe that those training to work in the performing arts prosper in a learning environment which mixes people from a variety of social and racial backgrounds and experiences. It is therefore essential that we can continue to help students requiring financial assistance with tuition fees and living expenses.

PRINCIPAL ADDRESS

Tower House, 226 Cromwell Road, London, SW5 0SR.

REVIEW OF ACTIVITIES

1998/1999 was the first year of a new course - the Two Year Post-Graduate Acting Course. This is a sister course to the LAMDA Acting Course (Three Years) and is for students whose previous higher education experience, or whose previous experience in professional theatre, enables them to receive and retain training at a quicker pace than younger, less experienced students.

A great deal of time has been spent in this year by senior management in discussions with the Department for Education and Employment (DFEE) and the Further Education Funding Council (FEFC) relating to the new Dance and Drama Awards Scheme (DADA) which started at the beginning of the 1999/2000 academic year. LAMDA was allocated 17 Acting awards (three year), 9 Stage Management awards (two year) and 1 One year award, which has been given to a stage manager. The students have to pay a maximum of £1,025 and the FEFC pay a further £5,827. There is a shortfall of £1,158 between the total of these two contributions and LAMDA's fees of £8,010. In 1999/2000, this shortfall is being met by a special one-off grant from the Foundation for Sport and the Arts (FSA) - there is no guarantee that the FSA will pay any further grants in future years. (Note: the FSA made similar grants to all schools affected by the scheme). The new scheme, whilst being a vast improvement on no funding at all, is putting a further administrative burden on an already over-stretched staff. Discussions are on-going with the DFEE/FEEC to alter and improve the scheme for next year - it is difficult to predict exactly what will emerge from those discussions.

During the year, the possibility that the Arts Council Lottery scheme would be able to contribute substantially to LAMDA III - a project designed to re-house the whole Academy under one roof -completely disintegrated due to substantial changes in the aims of the Lottery. Accordingly, we are reviewing our long-term plans with regard to accommodation.

LAMDA Business Performance was formed into a separate company (LAMDA Enterprises Limited) in January 1999 as a subsidiary of LAMDA Limited. The results for the seven months show a profit of £51,863 after taxation. The 1999/2000 year has started encouragingly and the results so far are ahead of expectations.

THE FINANCIAL RESULTS

The overall result for the year was a surplus on all funds of £77,970. There was substantial expenditure relating to the whole Government Qualification process both for the Drama School and LAMDA Examinations and this, despite the consolidation of the subsidiary's net profit, led to a small operating deficit for the year. The donations and grants raised by the Development Department for Restricted Purposes continued to grow. LAMDA will continue to need this type of financial support for the foreseeable future.

RESERVES POLICY

The Board recognise the requirement to build up reserves to ensure that LAMDA has the ability to operate in the future.

YEAR 2000

There was an assessment undertaken of the risk that the company's business and operations would be adversely affected by the Year 2000 problem. All the necessary replacements or modifications to the company's systems and equipment were done and, as a result, there have been no problems arising from the Millennium bug.

STATEMENT OF EXECUTIVE BOARD MEMBERS' RESPONSIBILITIES

The Companies Act 1985 requires the Executive Board to prepare accounts for each financial year which give a true and fair view of the charity's financial activities during the year and of its financial position at the end of the year.

In preparing the accounts the Executive Board follow best practice and:

- select suitable accounting policies and apply them consistently;
- · make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the accounts on the going concern basis unless it is inappropriate to assume that the charity will continue in operation.

The Executive Board are responsible for keeping accounting records which disclose, with reasonable accuracy the financial position of the charity and which enable them to ascertain the financial position of the charity and to ensure that the accounts comply with applicable law. They are also responsible for safeguarding the charity's assets, and hence for taking reasonable steps for the prevention and detection of error, fraud and other irregularities

AUDITORS

A resolution to re-appoint Horwath Clark Whitehill will be put to the forthcoming AGM.

Approved by the Trustees on 23 MARCH 2000 and signed on their behalf by

Chairman

HORWATH CLARK WHITEHILL

Chartered Accountants
A member of Horwath International

25 New Street Square London EC4A 3LN

Telephone: 020 7353 1577 Facsimile: 020 7583 1720 www.horwathcw.com

DX 0014 London Chancery Lane

REPORT OF THE AUDITORS TO THE EXECUTIVE BOARD OF LAMDA LIMITED



We have audited the financial statements on pages 7 to 16 which have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets and the accounting policies set out on page 10.

Respective Responsibilities of Directors and Auditors

As described on page 5 the directors (who also act as trustees for the charitable activities of LAMDA Limited) are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on the financial statements and to report our opinion to you.

Basis of Opinion

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

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

Unqualified Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the charitable company and its subsidiary as at 31 August 1999 and of its incoming resources and application of resources, including its income and expenditure, in the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Chartered Accountants and Registered Auditors

73 March

2000

LAMDA LIMITED CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 1999

INCOME AND EXPENDITURE					
	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	1999 £	1998
INCOMING RESOURCES Fees	L	Σ	L	T.	£
Drama School Examinations	1,564,047 1,117,434	÷		1,564,047 1,117,434	1,289,587 1,014,516
Examination Publications (Note 3) Trading Subsidiary (Note 2)	21,399 51,863			21,399 51,863	22,094
Business performance (Note 4) Interest Grants and donations (Note 5)	62,845 12 98	1,139 205,531		62,845 1,151 205,629	130,870 125 92,434
Sundry other income (Note 6)	17,551	-		17,551	4,583
	2,835,249	206,670		3,041,919	2,554,209
RESOURCES EXPENDED					
Direct Charitable Expenditure Drama School	1,200,027			1,200,027	1,035,137
Examinations Premises and equipment	747,761 317,805			747,761 317,805	649,983 332,050
Examinations Publications (Note 3) Support costs Grants	23,511 261,581	35,219		23,511 261,581 35,219	20,992 236,765 4,889
Fees		64,618		64,618	22,031
	2,550,685	99,837		2,650,522	2,301,847
Other Expenditure Management and administration	92,944			92,944	87,254
Fund - raising and publicity Business performance (Note 4)	146,429 72,998			146,429 72,998	108,564 125,630
	312,371			312,371	321,448
TOTAL RESOURCES EXPENDED (Note 8)	2,863,056	99,837		2,962,893	2,623,295
NET (OUTGOING)/INCOMING RESOURCES	(27,807)	106,833		79,026	(69,086)

The notes on pages 10 to 16 form part of these accounts.

LAMDA LIMITED CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) YEAR ENDED 31 AUGUST 1999

	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	1999	1998 £
NET (OUTGOING)/INCOMING RESOURCES	(27,807)	106,833	-	79,026	(69,086)
Gains/(Losses) on investments: -Unrealised loss Revaluation of tangible fixed assets (Note 9)			(1,056)	(1,056)	(241) 500,000
NET MOVEMENT IN FUNDS	(27,807)	106,833	(1,056)	77,970	430,673
Balances brought forward at 1 September 1998	1,309,485	273,506	1,580	1,584,571	<u>1,153,898</u>
Balances carried forward at 31 August 1999	1,281,678	380,339	524	1,662,541	1,584,571

The notes on pages 10 to 16 form part of these accounts.

LAMDA LIMITED BALANCE SHEET AS AT 31 AUGUST 1999

	Notes	Group 1999 £	Charity 1999 £	Charity 1998 £
FIXED ASSETS				
Tangible fixed assets Investments	9 10	1,767,249 500	1,766,417 30,500	1,725,861 1,424
		1,767,749	1,796,917	1,727,285
CURRENT ASSETS Stocks Debtors Cash	11 12	57,980 252,711 338,696 649,387	57,980 117,798 335,196 511,074	108,313 117,873 231,312 457,498
CREDITORS: due within one year	13	754,595	697,312	600,212
NET CURRENT LIABILITIES		(105,208)	(186,238)	(142,714)
TOTAL ASSETS LESS CURRENT LIABILITIES		1,662,541	1,610,679	1,584,571
NET ASSETS	14	1,662,541	1,610,679	1,584,571
ENDOWED FUNDS	15	524	524	1,580
RESTRICTED FUNDS	16	380,339	380,339	273,506
UNRESTRICTED FUNDS General funds		1,281,678	1,229,815	1,309,485
TOTAL FUNDS		1,662,541	1,610,679	1,584,571

Approved by the Trustees on and signed on their behalf by

Chairman

Note: The charity formed its subsidiary during 1999 hence group accounts have been prepared for only 1999.

The notes on pages 10 to 16 form part of these accounts.

1. ACCOUNTING POLICIES

The accounts of LAMDA Limited are prepared in accordance with the Statement of Recommended Practice "Accounting by Charities" and with applicable accounting standards. They are drawn up on the historical cost accounting basis except that investments held as fixed assets are carried at market value.

a) Fees and Similar Income

Fees receivable and charges for services are accounted for in the period in which the service is provided.

b) Donations

Donations received for the general purposes of LAMDA are credited to "Unrestricted Funds". Donations subject to specific wishes of the donors are included as restricted funds.

c) Expenditure

Expenditure is allocated to expense headings on a direct cost basis. Irrecoverable V.A.T. is included with the item of expense to which it relates. Overheads are apportioned to Direct Charitable Expenditure, Management and Administration and Fund-raising and Publicity in accordance with the time spent on those activities.

d) Operating Leases

Rentals payable are charged on a straight line basis over the lease term.

e) Pension Schemes

The Academy contributes to personal pension schemes for permanent staff at 5% of annual basic pay for Heads of Department and 2½% for all other staff. These figures apply after a period of six months' probation.

f) Tangible Fixed Assets

Freehold properties are maintained to such a standard that the residual values (in terms of original costs) are such that any depreciation charge would be minimal. Accordingly, freehold properties are not depreciated. Depreciation of other assets is provided at rates to write off the cost as follows:

Stage and office equipment Computer equipment

Over 10 years Over 3 years

g) Stock

Stock is carried at the lower of cost or net realisable value with the exception of examination publications which are written off over the life of the syllabus (i.e. over four years).

1. ACCOUNTING POLICIES (CONTINUED)

h) Investments

Fixed asset investments are included at year end market value. The Academy holds the entire share capital of 100 £1 ordinary shares in LAMDA Properties Limited, a company which was dormant throughout the year. The Academy also holds the entire share capital of 30,000 £1 ordinary shares in LAMDA Enterprises Limited. This company trades as LAMDA Business Performance and was incorporated in January 1999.

i) Consolidated Accounts

Consolidated accounts have been prepared for the charity and its wholly owned subsidiary, Lamda Enterprises Limited. No separate Statement of Financial Activities has been prepared for the charity as the difference compared with the consolidated statement is not considered to be significant.

2. TRADING SUBSIDIARY

Lamda Enterprises Limited is a wholly owned subsidiary of LAMDA Limited. It activities are to train business and professional executives in improving their communications skills by using, amongst others, drama training techniques. It is one of the three consistent parts that form LAMDA.

Prior to January 1999 the activities of the company were undertaken within the charity.

Profit and Loss Account

	1999 £
TURNOVER	439,308
Cost of sales	(309,543))
GROSS PROFIT	129,765
ADMINISTRATIVE EXPENSES	64,032
OPERATING PROFIT	65,733
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	65,733
Taxation on profit on ordinary activities	(13,870)
RETAINED PROFIT FOR THE YEAR	51,863

4000

3.	EXAMINATION PUBLICATIONS	1999	1998
	Sale of publications Turnover Cost of sales	£ 21,399 23,511	£ 22,094 20,992
	Surplus	(2,112)	1,102
	Examination publications relate to material produced to support th Administration costs are covered by the Examinations Department.	e examinatio	n syllabus .
4.	BUSINESS PERFORMANCE		
	Turnover Cost of sales	62,845 30,311	130,870 57,126
		32,534	73,744
	Administration	42,687	68,504
	Surplus/(deficit)	(10,153)	5,240
5.	GRANTS AND DONATIONS		
	Mrs Georgia Oetker The Arts Council of England J Studzinski John Lyons Charity Po Shing Woo Foundation Imagination D Suchet Reeves Foundation Mrs Lan Wong Others Baring Foundation The Harold Hyam Wingate Foundation Thermascreen G H Lucking The Fishmongers Company Charitable Trust	100,000 25,126 20,000 12,000 10,000 5,000 3,000 2,000 23,405	9,216 45,000 10,000 5,195 5,000 1,500
6.	OTHER INCOME		
	Box office receipts Sale of clothing Deposits not claimed Sundries Fundraising Function Boston University - course fee	2,119 7,592 7,840 17,551	3,085 298 670 530 - - - 4,583

7.	STAFF COSTS	1999 £	1998 £
	Wages and salaries	949,610	777,922
	Social security costs	80,618	64,216
	Pension contributions	14,998	11,410
		1,045,226	853,548

The average number of employees in the year was 65 (1998: 55) of which 37 (1998: 29) were part-time teaching staff.

The number of employees whose emoluments exceeded £40,000 were:-

	No.	No.
£50,000 - £60,000	1	-
£40,000 - £50,000	2	1

8. ANALYSIS OF TOTAL RESOURCES EXPENDED

	Staff costs	Other	Depreciation	1999 Total
Direct Charitable Expenditure	£	£	£	£
Drama School	1,194,030	5,997	-	1,200,027
Examinations	185,076	562,655	-	747,761
Premises and equipment	~	317,805	-	317,805
Examination Publications	-	23,511	-	23,511
Support costs	-	239,053	22,528	261,581
Grants	-	35,219	-	35,219
Fees	-	64,618	-	64,618
	1,379,106	1,248,888	22,528	2,650,522
Other expenditure				
Management and administration	74,900	18,044	_	92,944
Fund raising and publicity	81,650	64,779	-	146,429
Business Performance (Note 4)	28,550	44,448		72,998
	185,100	127,271		312,371
	1,564,206	1,376,159	22,528	2,962,893

Management and administration includes audit fee of £9,047 (1998 : £10,473) and legal fees of

£8,997 (1998: £11,431).

Included in expenditure are operating lease rentals of £9,326 (1998:£7,058).

8.	8. ANALYSIS OF TOTAL RESOURCES EXPENDED (CONTINUED)						
		Staff		•	1998		
		costs	Other	Depreciation	Total		
	Direct Charitable Expenditure	£	£	£	£		
	Drama School	994,043	41,094	-	1,035,137		
	Examinations	158,391	491,592	-	649,983		
	Premises and equipment	_	332,050	-	332,050		
	Examination Publications	-	20,992	-	20,992		
	Support costs	-	220,974	15,791	236,765		
	Grants	-	4,889	, , , , , , , , , , , , , , , , , , ,	4,889		
	Fees		22,031		22,031		
		1,152,434	1,133,622	15,791	2,301,847		
	Other expenditure						
	Management and administration	65,350	21,904	-	87,254		
	Fund raising and publicity	51,408	57,156	-	108,564		
	Business Performance (Note 3)	55,265	70,365		. 125,630		
		172,023	149,425		321,448		
		1,324,457	1,283,047	15,791	2,623,295		
9.	TANGIBLE FIXED ASSETS - GROUP	Freehold land and buildings	Stage and office equipment	•	Costumes and fight equipment	Total	
		£	£	£	£	£	
	Cost or valuation 1 September 1998 Additions	1,650,000	124,388 20,174	29,229 15,863	- 27,047	1,803,617 63,084	
		1,650,000	144,562	45,092	27,047	1,866,701	
	Depreciation						
	1 September 1998 Written off this year	-	67,727 11,093	10,029 8,731	2,704	77,756 22,528	
	written on ans year		11,033	0,731	2,104	22,320	
			78,820	18,760	2,704	100,284	
	Net book value	4 650 000	CE 740	96 999	24 242	4 766 447	
	At 31 August 1999	1,650,000	65,742	26,332	24,343	1,766,417	
	At 31 August 1998	1,650,000	56,661	19,200		1,725,861	

The Academy's two freehold properties, 226 Cromwell Road, SW5, and 1-2 Logan Place, W8, were valued on an open market basis on 11 February 1999 by independent surveyors, John D Wood, at £750,000 and £900,000 respectively. These valuations are based on their existing use and take no account of any development potential.

10.	INVESTMENTS - CHARITY AND GROUP		1999 £	1998 £
	Market Value at 31 August		500	1,424
	Cost at 31 August		445	1,665
	All investments are listed in the UK and held directly.			
11.	STOCKS - CHARITY AND GROUP			
	Medals and Certificates Publications Costume and fight equipment Other		20,678 29,046 - 8,256	22,305 41,731 24,145 20,133
			57,980	108,313
12.	DEBTORS	Group 1999 £	Charity 1999 £	Charity 1998
	Trade debtors Sundry debtors Prepayments	201,560 35,839 15,312 252,711	66,647 35,839 15,312 117,798	57,992 44,772 15,109 117,873
13.	CREDITORS: due within one year	Group 1999 £	Charity 1999 £	Charity 1998
	Bank overdraft Fees received in advance Trade creditors Taxation and social security Other creditors and accruals	142,020 429,424 92,157 34,029 56,965	142,020 429,424 92,157 20,159 13,552 697,312	127,613 334,407 109,158 20,284 8,750 600,212

The bank overdraft is secured by a charge over the charity's freehold property in Cromwell Road.

14.	ANALYSIS OF NET ASSETS				
		Fixed		Net current	
		assets		t assets	Total
		£	£	£	£
	Endowment funds	_	524	, .	524
	Restricted funds	-		380,567	380,567
	Unrestricted funds	<u>1,766,417</u>		- (533,978)	1,232,439
		1,766,417	524	(153,411)	1,613,530
15.	ENDOWED FUNDS				
				1999	1998
				£	£
	Prizes and other funds			524	1,580
16.	RESTRICTED FUNDS	Balance			Balance
	KES I KIS I E I SI I BO	1 September	Incoming	Outgoing	31 August
		1998	resources	Resources	1999
		£	£	£	£
	Building fund	21,611	21	-	21,632
	Bursary fund	26,795	-	2,649	24,146
	Development	19,373	54,758	32,570	41,561
	Lottery feasibility	39,492	25,126	64,618	-
	Other funds	33,451	12,177	-	45,628
	Panasonic/Globe	132,784	-	-	132,784
	Capital	-	104,058	-	104,058
	Angels' scheme		10,530	<u> </u>	10,530
		273,506	206,670	99,837	380,339

17. CONTRACTS

No capital expenditure has been contracted for as at 31 August 1999 (1998 - Nil).

18. OPERATING LEASES COMMITMENTS

At 31 August 1999 the charity was committed to making operating lease payments during the following year in respect of operating leases:

 1999
 1998

 Which expire between 2 and 5 years
 9,735
 6,464