

LAMDA

LAMDA Limited
(A company limited by guarantee)

**ANNUAL REPORT AND
FINANCIAL STATEMENTS**

**For the year ended
31 July 2014**

THURSDAY



A3MIU9QJ

A12

11/12/2014

#178

COMPANIES HOUSE

Company number 364456

Charity number 312821

London Academy of Music & Dramatic Art

Contents

	Page
Legal and administrative information	3 - 4
Chairman's introduction	5 - 6
Trustees' report	7 - 28
Statement of Trustees' responsibilities	29
Independent auditors' report to the members	30 - 31
Statement of financial activities	32
Balance sheet	33
Cashflow statement	34
Accounting policies	35 - 36
Notes to the financial statements	37 - 45

Board of Trustees/Directors

All members of the board, except as otherwise noted, served throughout the year and to the date of this report and are considered to be independent and non-executive.

Chairman

Luke Rittner

Vice-ChairmanRt. Hon. Shaun Woodward MP ⁽⁷⁾Matt Applewhite² (appointed 3 February 2014)Hugh Bullock FRICS FRTPI FRSA ⁽¹⁾James Cane FCA ⁽³⁾⁽⁶⁾Philip Carne ⁽³⁾⁽⁴⁾Kay Ellen Consolver ⁽⁴⁾Kevin Fitzmaurice ⁽¹⁾Paul Gismondi ⁽⁷⁾Sarah Habberfield ⁽³⁾ (appointed 10 July 2014)Anthony Gordon Lennox ⁽⁶⁾⁽⁷⁾Patricia Hodge ⁽⁶⁾⁽⁷⁾

Paterson Joseph (resigned 14 November 2013)

Victoria Legge-Bourke LVO ⁽⁵⁾⁽⁷⁾

Robert Noble (appointed 10 July 2014)

Timothy Oakley ⁽¹⁾Mark Schnebli ⁽¹⁾⁽³⁾Sue Stapely FCIPR FRSA ⁽¹⁾⁽²⁾

Richard Szpiro

Thomas Vaughan ⁽¹⁾⁽⁶⁾ (resigned 11 November 2013)

Committee member: ⁽¹⁾ Buildings ⁽²⁾ Examinations ⁽³⁾ Finance ⁽⁴⁾ Audit ⁽⁵⁾ Hardship ⁽⁶⁾ Nominations, Remuneration
& HR ⁽⁷⁾ Campaign

Patron

HRH Princess Alexandra, the Hon. Lady Ogilvy KC GCVO

President

Timothy West CBE FRSA

Vice-Presidents

Dame Janet Suzman DBE

David Suchet CBE

The President and Vice-Presidents are invited to attend board meetings in an advisory, non-voting capacity.

Registered office155 Talgarth Road
London W14 9DA**Company registered number**

364456

Charity registered number

312821

Auditor haysmacintyre
26 Red Lion Square
London WC1R 4AG

Bankers HSBC
21 King's Mall
King Street
London W6 0QF

C.Hoare & Co
37 Fleet Street
London EC4P 4DQ

Solicitors Harbottle & Lewis LLP
Hanover House
14 Hanover Square
London W1S 1HP

Russell-Cooke Solicitors
2 Putney Hill
London SW15 6AB

Officers

Principal	Joanna Read
Associate Principal	John Bashford
General Manager	Sheila Benjamin
Head of Marketing and Communications	Sarah Jane Chapman (Maternity cover: Sally-Anne Lowe from November 2013)
Head of Drama School	Rodney Cottier
Head of Examinations	Guy Norris
Head of Finance	Sally Passmore
Head of Fundraising	Helen Protheroe
Head of Technical Training	Rob Young

Website: www.lamda.org.uk

Twitter: @LAMDA drama

Facebook: www.facebook.com/LAMDA drama

Chairman's introduction

I have great pleasure in presenting LAMDA's Annual Report and Financial Statements for 2013/14 and am delighted to report that we had another very successful year in all areas of our work.

The year took us another step closer to the realisation of our long-held vision of housing all our facilities on a single, state-of-the-art campus. In November, we launched Act Now!, our public fundraising campaign, at the National Theatre. This wonderful occasion, hosted by Sir Nicholas Hytner, brought together our generous supporters, distinguished alumni, trustees, staff, guests and current students to celebrate and launch the final push towards achieving our goal. In the few months since the launch, the campaign, headed by our Vice-Chairman Shaun Woodward, has raised over £4.1m, including the largest donation ever received by LAMDA of £2m from the Monument Trust (a Sainsbury family trust). We are delighted to be able to name our new theatre The Simon Sainsbury Theatre in recognition of this extremely generous gift.

On behalf of everyone at LAMDA, I offer warm congratulations to LAMDA trustee and supporter Philip Carne and his wife Christine, who were presented with The Prince of Wales Medal for Arts Philanthropy during the year. Not only are the Carnes major donors to LAMDA's Act Now! campaign, but, through the Richard Carne Trust, they have given vital scholarship support to many performing arts students through their training at LAMDA and elsewhere.

We are very grateful to all the individuals and organisations who support our students. Scholarships and bursaries are awarded to one in five of our students and our aim is to increase this to one in four, so that no talented student is prevented from training at LAMDA because of financial constraints. We are committed to recruiting our students on the basis of talent and ability to learn, regardless of social, financial or educational background.

2013/14 was the first full year of our Access and Widening Participation Strategy. Applications to our courses increased this year, but this work is designed to ensure that we reach potential applicants from non-traditional backgrounds, as well as embedding LAMDA within the local community of Hammersmith & Fulham and surrounding areas. Full details of our achievements in this field can be found elsewhere in this report; I would particularly like to mention that we established a *Shakespeare in Schools* programme in London, set up a series of *LAMDA Links* in Manchester, Birmingham and Bristol (where we ran workshops in tandem with our regional audition programme), created partnerships with key local schools and offered three *LAMDA Links* bursaries for our summer short courses.

Our two areas of operation, Examinations and the Drama School, both had very successful years. 93,700 candidates around the world took LAMDA Examinations, an increase of 4.5% on the previous year, and promotional visits to Hong Kong and Sri Lanka were undertaken by Examinations staff.

The Drama School's international reach was also significant. As well as continuing our long-standing academic links with the USA, we took productions to The Moscow Arts Theatre School and to Paris, giving our staff and graduating students an invaluable opportunity to share theatre practice and expertise. We also developed a long-term partnership with AFTEC (a young people's theatre company) in Hong Kong, culminating with the visit of 20 students, many from disadvantaged backgrounds, spending a month training at LAMDA in the summer.

Closer to home, our productions in the Linbury Studio and in *LAMDA at Large* theatres continued to attract new audiences across London, offering our students experience of performing in a variety of theatres and attracting interest from a wide range of agents and casting directors. The majority of our graduating acting students had gained representation before leaving LAMDA, and a few left before graduation to take up prestigious professional roles. The majority of students graduating from our Stage Management and Technical Theatre course found work shortly after graduation in a range of technical and backstage roles.

LAMDA films also attract increasing attention and respect from the industry, as well as capturing a new audience who can now see our films on YouTube, as well as via our own website.

The new website was successfully launched this year and enabled potential students, audiences, supporters and exams candidates to discover, interact and engage with us more than ever before. We also have over 14,000 followers on Twitter.

As always, our graduates continue to achieve great success. During 2013/14, LAMDA alumni picked up BAFTA, Olivier, Evening Standard, WhatsOnStage, Off West End, National Television and Emmy awards, as well as Golden Globe, Critics' Circle and Oscar nominations. Our graduates can be seen on the stages of the National Theatre, the Royal Shakespeare Company, the West End and theatres around the country, as well as on large and small screens around the world.

It goes without saying that I am immensely proud of LAMDA and its achievements and it would be all too easy to sit back and enjoy its success. However, we must continue to grow and develop to make sure that we remain at the forefront of drama training and qualifications development in the UK and internationally.

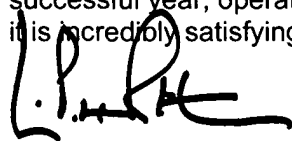
The greatest challenge we face next year is the start of the long-awaited construction of our new facilities. As I write this, we are mid-way through the process of negotiating the final contract sum with VolkerFitzpatrick, our chosen contractor. The very rapid upturn in the construction market in recent months has made this rather more challenging than anticipated, but our track-record of fundraising success and our total commitment to the project will, I have no doubt whatsoever, bring the project to fruition.

LAMDA's students are, of course, at the heart of our work and we are constantly reviewing our training to ensure that we equip them fully for the industry. September 2013 saw the graduation of the first cohort of students on the MA Classical Acting for the Professional Theatre; October 2014 will see us welcome the first students on to our new MA Directing – our second MA. The conversion of these former postgraduate diplomas to MA courses validated by the University of Kent has seen an immediate uplift in both the number and quality of applicants.

With our partner schools in the Conservatoire for Dance and Drama, we are dedicated to seeking out and training the most gifted individuals who will graduate with all the skills required to succeed in and enhance the performing arts of the future. Over the coming year, our own Access and Widening Participation work will continue to build strong relationships with a number of schools and youth organisations in London and around the UK, with plans to extend our *LAMDA Links* programme to Leicester and Newcastle.

Our Examinations department will also be continuing the development of new qualifications designed in response to the requirements of the National Curriculum and with a particular appeal to the state sector.

I would like to thank my fellow trustees for their dedication to LAMDA over the last year. In particular, my thanks to Paterson Joseph and Thomas Vaughan, both of whom have stepped down after many years of service; we welcomed Matt Applewhite, Sarah Habberfield and Robert Noble to the Board during the year. On behalf of all the trustees, I will end by thanking our Principal, Joanna Read, her senior team and all LAMDA's dedicated staff for delivering such a successful year, operationally and financially. LAMDA is very special to me as an alumnus and it is incredibly satisfying to see it thrive in such capable hands.



Luke Rittner
Chairman

The members of the Board, who are directors for the purposes of the Companies Act and are trustees for the purposes of the Charities Act, submit their annual report and financial statements for the year ended 31 July 2014.

Principal activities

Founded in 1861, LAMDA is the oldest drama school in the UK, offering vocational training to actors, stage managers, technicians, directors and designers. In addition to five validated degree programmes, LAMDA offers a Foundation Course and a number of Diplomas, semester and short courses for the private market.

The work of the Drama School is complemented by that of Examinations, through which LAMDA offers a drama and communications-based syllabus leading to accredited and non-accredited awards in the UK and overseas.

LAMDA Enterprises Limited operates as LAMDA's trading subsidiary.

LAMDA is an affiliate member of the Conservatoire for Dance and Drama ("the Conservatoire" or "the CDD") and attracts targeted funding through the CDD from the Higher Education Funding Council for England (HEFCE).

Objects of the charity

The objects of the charity, as expressed in its Memorandum and Articles, are to advance education for the public benefit, in particular by maintaining and carrying on an Academy, College, School or Examinations Board where students may receive a sound education and tuition in dramatic arts, music and all their branches, embracing both practice and theory.

Mission statement

LAMDA has fuelled the performing arts for over 150 years. As a world leader and pioneer, the Drama School offers exceptional vocational training to talented individuals, enabling them to become outstanding actors, technicians and directors, regardless of background or economic circumstances. LAMDA Examinations aims to improve standards in communication through the spoken word and to foster an appreciation of drama, literature and poetry to enable individual development.

Vision

- LAMDA deals in excellence, passion, talent and imagination. Our students are second to none
- LAMDA will shape the development of the performing arts in the UK and across the globe
- through LAMDA Examinations, LAMDA will encourage and promote individual development worldwide through the appreciation of drama, literature and theatre
- LAMDA will be a pioneering institution that develops emerging artists and provides a bridge between the student experience and the profession
- LAMDA will promote a spirit of trust and collaboration – our students will be supported and nurtured in a caring environment from the first audition until graduation and beyond
- all LAMDA students will receive the individual support to enable them to become the best actors, technicians and directors of their generation and the artistic leaders of the future
- LAMDA will encourage emotional and intellectual engagement with the wider world, defining the actor's role as a storyteller, artist, communicator and commentator
- LAMDA will embrace and utilise technology, including new and recorded media in its exploration of the art of acting
- LAMDA will offer an inventive environment for artistic development: our commissioning and creative programme will offer artists and practitioners time to reflect, examine their own practice and contribute to an ever-evolving industry.

Values and Principles

LAMDA seeks to fulfil its mission, vision, aims and objectives by ensuring that:

- students are recruited on the basis of talent, passion and ability to learn, regardless of background, educational qualifications or economic circumstances
- there is the maximum possible access to LAMDA and all its activities for those who will benefit most
- we offer training of exceptional quality by limiting numbers on our core courses and teaching in small groups
- teaching staff are of the highest quality - creative, experienced and respected throughout the profession
- sound and consistent business judgments are applied to our operations
- our governance and management is professional, effective and efficient and we recruit trustees and staff with appropriate skills and experience
- the environmental impact of our work is minimised
- equal opportunity and diversity policies are applied to all aspects of our work.

LAMDA is a liberal institution; in the pursuit of excellence, we work with plays and texts which express the widest possible range of views and beliefs.

Public benefit

In formulating LAMDA's mission, vision and values, the Trustees have considered the Charity Commission's guidance on public benefit. LAMDA's principal objective is to advance education for the public benefit in the dramatic arts, music and all their branches. LAMDA believes that the arts, and the best training, should be accessible to everyone. Students are recruited from as wide a range of backgrounds as possible, and are selected on the basis of talent, passion and the ability to learn, regardless of social, educational or financial circumstances. Examinations is also a key element in the delivery of LAMDA's public benefit, with the number of UK candidates rising from 77,004 in 2012/13 to 81,872 in 2013/14 (a 6.3% growth).

For 2013/14, the trustees agreed the following strategies to deliver LAMDA's charitable objects:

- to widen recruitment and access to our unique training, ensuring that any talented student is able to access our higher education courses, regardless of economic, social, cultural or other barriers
- to actively promote the value of engagement in theatre and drama activities and the transformative power of the dramatic arts, by disseminating awareness of and access to LAMDA's work and training, particularly amongst non-traditional groups
- to use our facilities and expertise to benefit local schools, community groups and individuals: to encourage and support their engagement in theatre and drama activities, thereby embedding LAMDA in its local community, being a good neighbour, partner and resource for the borough
- to implement and develop a comprehensive Access and Widening Participation Strategy, building on work started in 2012/13
- to work on acquiring Taught Degree Awarding Powers (TDAP) with the Conservatoire
- to review the application and audition procedures of the Academy to ensure an open, welcoming, fair, accessible, transparent and rigorous process
- to continue to promote and disseminate the work of LAMDA to a wider public in its local area and further afield through new venues for LAMDA at Large and the touring of our work through the UK
- to develop further LAMDA's digital presence, having launched a new website in 2012/13
- to increase the amount of funds available for scholarship awards to ensure that students are not prevented by financial constraints from benefiting from LAMDA training
- through Examinations, to develop qualifications within primary and secondary schools, in line with the national curriculum and to develop new partnerships, particularly within the state sector.

LAMDA alumni and, through them, the wider arts community, benefit from the work of the charity through the provision of rehearsal, performance and technical facilities as well as research support, particularly in the early years of our graduates' careers.

REVIEW OF THE YEAR

The Board previously agreed a three-year strategic plan covering the period 2012 to 2015, and activities during the year were undertaken and monitored in accordance with this plan.

Objectives and Achievements

A number of key objectives set out in the current strategic plan were achieved during the year, notably:

- a review of Drama School staffing needs was completed to prepare the Academy for working with the Conservatoire for Dance and Drama on acquiring TDAP, provide support for the workloads of senior staff and improve the academic administration and student services
- the creation of new posts in the Drama School following this review, to strengthen student and academic services and enhance the development of creative projects
- continuing consolidation of North American marketing activities to support increased recruitment targets for the semester programmes and the MA Classical Acting
- conversion of the private postgraduate Diploma in Directing to an MA Directing, validated by the University of Kent. This led to an immediate improvement in the quality and number of applications and opened recruitment to international students. The first cohort for the new programme was recruited in June 2014 and included one international student
- the revision of the semester programmes, structure and content to enhance the quality of the training and the student experience on these programmes and to support a planned increase in recruitment targets
- a review of audition procedures to ensure that application levels remained consistent and that recruitment statistics were robustly monitored against applications
- creation of a comprehensive Access and Widening Participation strategy and establishment of a robust monitoring system for Access and Widening Participation work
- ongoing development of the website (launched during 2012/13)
- roll-out of the digital marketing strategy, including establishing a LAMDA Twitter profile, a LAMDA YouTube channel for the screening of student and Academy work and establishing a presence on Instagram
- tours to Paris, Moscow, Brecon, Bowness and Ken Hill House, Norfolk as well as showcases in London, New York and Los Angeles and two screenings of film work at the Curzon Soho
- in partnership with the Fulbright Foundation, promotion and recruitment for the Fulbright Award MA Classical Acting for first entry in September 2015
- ongoing improvements to student facilities, including refurbishment of the student changing rooms and toilets and the refurbishment of the largest studio space, dedicated in July 2014 as the John Wood studio
- launch of the capital appeal Act Now! in November 2013 to support LAMDA's theatre redevelopment.

Act Now! The redevelopment of 155 Talgarth Road

Following the Trustees' decision during 2012/13 to begin construction in 2014, the architect and design team completed work on the project's detailed design phase (RIBA Stage E) and preparation of tender documents. (Stage F1). The original intention had been to put the project out to tender as a single-stage process. However, with the economy beginning to recover momentum in late 2013/early 2014, rapid and significant changes in the construction market led to LAMDA's professional advisers recommending a two-stage tender process, in order to ensure the most effective competitive process for LAMDA.

This process was conducted during April and May 2014, leading to the appointment of VolkerFitzpatrick as the preferred second-stage tender contractor at the beginning of June. At the same time, the construction costs were revised by LAMDA's appointed quantity surveyor, Baqus, to reflect updated inflation indices and the changes in the market. This review led to an increase in the construction costs to £13.1 million and the total cost of the project to £22.5 million.

At the end of the year, VolkerFitzpatrick was mid-way through the second-stage tender process, in order to arrive at a contract sum during the autumn of 2014, with the start of construction scheduled as soon as possible thereafter.

LAMDA at Large

The Academy continued its *LAMDA At Large* programme for the fourth year. As well as performing in regular venues such as the Pleasance in Islington, the Academy took productions to new venues, including POSK (the theatre at the Polish Centre in Hammersmith) and the Greenwood Theatre (part of King's College, London) at London Bridge. LAMDA also paid return visits to Theatr Brycheiniog, Brecon, with its production of *Mary Shelley*, to the Old Laundry Theatre in Bowness, with productions of *The Lightning Play*, *A Few Good Men* and *Dangerous Corrier* and to Ken Hill House, Norfolk, with *Nell Gwynn*, a new play by Jessica Swale.

This year, LAMDA also undertook a Parisian tour with its production of *As You Like it* performed by final-year students on the Foundation Degree Professional Acting, with technical support from final-year students on the Foundation Degree Stage Management and Technical Theatre. The show played at five theatres and received an excellent response:

"I would like to thank you for the beautiful moment of theatre offered to our public with "As You Like It" on Tuesday evening. All the generations in the audience appreciated this play."

Pierre Jacquemont, Directeur, Les 3 Pierrots

Final-year students on the BA (Hons) Professional Acting were invited to take their production of *The School of Night* to The Moscow Arts Theatre School (MATS) in April. As well as performing two shows, the students met and worked with their counterpart students at the Moscow school and exchanged practice and experiences. Members of the LAMDA faculty also led a joint workshop with the MATS and LAMDA students.

These touring opportunities provide an invaluable training experience for the students and enable LAMDA's work to be enjoyed by a much wider audience in the UK and abroad.

A wide range of distinguished guest directors and designers worked on LAMDA productions during the year, including: Doug Rintoul, Rebecca Frecknall, Gwenda Hughes, Iqbal Khan, Ian Brown, Selina Cartmell, Raz Shaw, Hannah Chissick, Max Stafford-Clark, Stephen Unwin, Caroline Leslie, Mathew Lloyd, Rachel Kavanaugh, Paul Dart, Ruari Murchison and Lisa Spirling. The Academy continues to engage a range of established practitioners and emerging directors and designers. As well as delivering a wealth of experience and approaches to the training, this cooperation brings contemporary and innovative practice to the teaching, ensuring that LAMDA maintains fruitful and relevant links with the profession.

It was also a particularly successful year for LAMDA's film and TV work. Two popular and successful industry screenings were held at the Curzon, Soho, featuring graduating students from the BA (Hons) Professional Acting and the Foundation Degree Professional Acting respectively. Subsequently, the films were made available to the public on the LAMDA website and on the LAMDA YouTube channel, attracting over 5,000 viewings.

Season	Production	Author	Venue
Autumn	<i>Have A Nice Life</i>	Conor Mitchell, Matthew Hurt	Linbury Studio
	<i>The Walworth Farce</i>	Enda Walsh	Linbury Studio
	<i>Women of Troy</i>	Jamie Wilkes, after Euripides	Linbury Studio
	<i>But Not As We Know It</i>	Tatty Hennessy	Linbury Studio
	<i>Measure For Measure</i>	William Shakespeare	Linbury Studio
	<i>Antony and Cleopatra</i>	William Shakespeare	Linbury Studio
	<i>The Lighting Play</i>	Charlotte Jones	Linbury Studio Old Laundry Theatre, Bowness
	<i>A Few Good Men</i>	Aaron Sorkin	Linbury Studio Old Laundry Theatre, Bowness
	<i>Dangerous Corner</i>	J.B. Priestley	Linbury Studio Old Laundry Theatre, Bowness
	<i>A Midsummer Night's Dream</i>	William Shakespeare	Pleasance Theatre, Islington
	<i>The Revenger's Tragedy</i>	Thomas Middleton	Pleasance Theatre, Islington
Spring	<i>Before the Party</i>	Rodney Ackland	Linbury Studio
	<i>Boys</i>	Ella Hickson	Linbury Studio
	<i>Fast Labour</i>	Steve Waters	Linbury Studio
	<i>Sweeney Todd, the Demon Barber of Fleet Street</i>	Stephen Sondheim, Hugh Wheeler	POSK, Hammersmith
	<i>As You Like It</i>	William Shakespeare	Pleasance Theatre, Islington Tour of 5 theatres in Paris
	<i>Mary Shelley</i>	Helen Edmundson	Pleasance Theatre, Islington Theatr Brycheiniog, Brecon
	<i>The Kitchen Sink</i>	Tom Wells	Linbury Studio
	<i>The School of Night</i>	Peter Whelan	Linbury Studio
Summer	<i>On the Razzle*</i>	Tom Stoppard	Pleasance Theatre, Islington
	<i>Rabbit</i>	Nina Raine	Pleasance Theatre, Islington
	<i>Gimme Shelter</i>	Barrie Keeffe	Linbury Studio
	<i>Pornography</i>	Simon Stephens	Linbury Studio
	<i>Enlightenment</i>	Shelagh Stephenson	Linbury Studio
	<i>Nell Gwynn*</i>	Jessica Swale	Linbury Studio Ken Hill House, Norfolk
	<i>I Love You Because</i>	Joshua Salzman, Ryan Cunningham, Larry Hochmann	Linbury Studio
	<i>Love and a Bottle</i>	George Farquhar/Stella Feehily ⁺	Greenwich Theatre
	<i>Something Cloudy, Something Clear</i>	Tennessee Williams	Greenwich Theatre
	<i>Attempts on Her Life</i>	Martin Crimp	Greenwich Theatre

*World Première – LAMDA-commissioned new writing

⁺Developed in collaboration with LAMDA's graduating actors as part of the New Writing Programme

LAMDA Events

LAMDA traditionally holds a number of informal events each year to celebrate and showcase work across a range of disciplines and specialist skills. Performed to an enthusiastic audience of students, staff and guests, Film Night, Fight Night, Dance Night and RP¹ Night are traditions which are fondly remembered many years after the participants have left LAMDA.

Now in its 11th year, Poetry Night, organised by Examinations, was a particularly special occasion and attracted a high level of interest around the school, with a record level of 50 entries. The event was judged by Roger McGough, Sue Stapely (LAMDA trustee and Chair of the Examinations Committee) and Joanna Read, Principal.

This was the first time that three distinction-level Grade 8 Examination candidates had competed alongside seven Drama School students in the published category. Additionally, there were six entries by Drama School students in the original poetry category. Semester student Thomas Bowers won the Published Poetry category, with Elspeth Keep (Exams candidate) as runner-up. The Original category was won by Aaron Pierre, first-year student on the BA (Hons) Professional Acting, with Francesca Knight, first-year student on the Foundation Degree Professional Acting, as runner-up. Both categories showcased a wide variety of emotions and subjects, with the finalists doing full justice to tales of war, identity, spiritual exploration, gender equality, politics, poetry and love. The large audience's reaction was loud, enthusiastic and prolonged.

LAMDA Lunches continued, with guest speakers including LAMDA graduates Nigel Planer and Julie Hesmondhalgh (widely known as Hayley Cropper in *Coronation Street*) as well as film actor Riz Ahmed.

The 38th LAMDA Fight Night was held at the well-equipped Greenwood Theatre, near London Bridge, and was attended by a number of LAMDA's donors and friends, as well as staff and students. Final-year students David Young and James Fletcher won the Jubilee Trophy for Best Fight and Phillipson Sword for Outstanding Technique.

The year ended with the annual Diploma Day in July, held at The Conference Theatre at Olympia, where 75 graduating students, their friends and families enjoyed an entertaining graduation performance as well as very welcome air-conditioning. The graduands were presented with their awards by Timothy West, LAMDA President.

New initiatives

The Academy launched several initiatives intended to enrich the cultural, educational and creative experience of its students. These included:

- a number of master classes, including one from Nigel Planer, on the topic of creating comedy from tragedy
- Social Dance night for the single semester students and second-year acting students. Period dancing was shared to bring different year groups and semester students closer together in an informal setting.

Access and Widening Participation

2013/14 was the first full year of LAMDA's Access and Widening Participation strategy, developed and led by Access and Widening Participation Officer Rhiannon Fisher. During the year, we engaged with a diverse group of people and began to create long-term partnerships with schools, colleges and arts organisations, locally and regionally. The programme received a great deal of support from LAMDA staff, current students and alumni.

Shakespeare in Schools

Through the *Shakespeare in Schools* programme, LAMDA provided an opportunity for Key Stage 4 and 5 students to experience a Shakespeare play performed in their own schools or colleges. Having run a successful pilot in 2012, the programme was developed this year into a week-long tour during December 2013, visiting a total of eight schools and colleges in five London boroughs; Bromley, Hammersmith & Fulham, Hounslow, Lambeth and Wandsworth. The plays, *Macbeth* and *Twelfth Night*, were performed by second-year students on the Foundation Degree Professional Acting.

¹ Received Pronunciation

Prior to the performance, each school received a link to a short trailer which gave a taster of the show, in order to connect with the audience and create a sense of awareness and excitement before the visit.

After each performance, Q&A sessions were held, allowing students to put questions to the cast about the show, the rehearsal process and their experiences of training at LAMDA.

Key information:

- all eight schools visited were state-funded
- a total of 433 students watched the shows and 269 engaged in post-show Q&A sessions
- in 50% of the schools visited, the number of pupils eligible for free school meals was above average
- in 75% of the schools visited, the number of black, Asian and minority ethnic students (BAME) was above average
- one school visited had a very high level of pupil turnover.

LAMDA Links

LAMDA is committed to offering a range of widening participation activities to reach our target audience of young people who are underrepresented in Higher Education and the arts. We are developing key partnerships with a number of youth arts organisations, schools and further education colleges locally and across the country in tandem with our regional audition centres.

This year, activities were piloted in London, Birmingham, Bristol and Manchester, laying the foundation for long term links with several schools, colleges and arts organisations. We visited three established youth arts organisations in Birmingham, Bristol and Manchester and delivered the following workshops for young people aged 14-25:

- Physical Acting, led by Yorgos Karamalegos at Contact Theatre, Manchester
- Improvisation and Physical Comedy, led by Yorgos Karamalegos, Creative Youth Network, Bristol.
- Stage Combat, led by Jonathan Waller and Kristina Søbørg, The Drum, Birmingham.

Each workshop was delivered by a LAMDA tutor, a recent LAMDA graduate and LAMDA's Access and Widening Participation Officer. At the end of each workshop there was a conversation with each group, where we were able to answer their questions, and our representative graduate students talked about their experiences of training at LAMDA and starting out in the industry.

By holding these workshops regionally, we were able to engage with young people for whom the practicalities and costs associated with travelling to London are a barrier. Seven of the workshop participants went on to audition for the BA (Hons) Professional Acting. Although none gained a place on this occasion, we were able to follow up with these individuals to find out what effect the workshops had on their decision to audition at LAMDA.

Key information:

- the three regional Links workshops were attended by a total of 30 young people aged 13-25
- seven people who attended the workshops went on to audition for LAMDA in Spring 2014
- at least 70% of the workshop participants were BAME
- at least 27% of the workshop participants were from areas of low participation
- at least 27% declared a seen or unseen disability
- at least 33% of the participants' parents/guardians had no previous experience of attending higher education.

Local Links

Following the successful *Shakespeare in Schools* tour, partnership agreements were made with Fulham College Boys' School, Hammersmith College and William Morris Sixth Form College. Further partnership discussions were initiated with three London-based arts organisations, The Lyric Hammersmith, Generation Arts and Intermision Theatre.

The Lyric runs a well-established and thriving arts programme for young people in and around the local area. In October, LAMDA attended the Lyric's Creative Choices Backstage Careers Event, delivering five workshops on backstage creative careers to 133 pupils at Key Stages 4 and 5 from seven London secondary schools.

Generation Arts and Intermision Theatre work with young people who are not in education, employment or training (NEET), are at risk, or who have previously been involved with the youth justice system. In November 2013, LAMDA attended a Next Step HE session with a group of eight young people aged 19-25 involved in the Future Stage Project at Generation Arts. This project is free to young people aged 19+ who are NEET or in receipt of benefits. Participants work towards a Level 3 qualification and are offered the opportunity to perform in a professional London theatre, careers advice and free applications to drama school or university. LAMDA Alumnus Tosin Olomowewe spoke with the group about his experience of auditioning and training and the group was able to ask questions about the auditioning process and LAMDA's courses. We provided information about how to prepare for an audition and how to apply for an audition/ interview fee waiver.

Key information:

- 166 young people aged 14-25 were engaged in LAMDA Local Links activities
- The activities were delivered to young people who were NEET, pupils from schools with a high proportion of BAME students and a high number of students eligible for the pupil premium.

LAMDA Links Bursaries

This year we awarded three bursaries for Summer Short Courses at LAMDA. All were given to young people engaged with our partner organisations. The LAMDA-Lyric Award supports a young person involved with the Lyric Hammersmith to take part in LAMDA's two week Introduction to Drama School course. In August 2013, the bursary was awarded to a 19-year-old male member of the Lyric's Young Company. In July 2014, we offered two bursaries for the two week Audition Technique course. The recipients were a student from Hammersmith College and a member of Intermision Theatre. Both recipients received positive feedback from their tutors and both felt they had gained specific skills on the course to improve their audition technique.

- Two bursary recipients were BAME and one was white
- Two recipients had parents who had not participated in Higher Education
- One recipient was a care leaver.

A number of other activities took place during the year, including:

- Involvement in two cross-affiliate projects with the CDD, including a Performing Arts Taster Day and participation in a film aimed at attracting students from key target groups
- two Stage Management and Technical Theatre Open Days for prospective students
- attendance at Perform 2014, including delivering five workshops and running a stand
- participation in London Open House weekend
- attendance at the Brit School Higher Education Careers Fair, running workshops and offering advice and information about LAMDA's courses.

International links and collaborations

LAMDA continued to extend its worldwide reach. This year saw the Drama School working in Moscow, New York, Los Angeles and New Delhi, whilst Examinations held exams for the first time in Moscow and Vietnam.

The United States

- Rodney Cottier, Head of Drama School, again undertook a highly successful tour in the autumn, visiting leading universities and colleges, holding 14 master classes over 15 working days
- The Academy's relationship with City College New York (CCNY) continued with three students attending the eight-week Shakespeare summer school. Plans were developed for LAMDA to visit the Black Box theatre at Aaron Davis Hall on the CCNY campus, with a production in August 2015.

The role of the marketing representative in the US was enhanced this year with the representative undertaking a promotional tour of the South East of the US, assisting with arrangements for lecture tours and also arranging showcases in New York and Los Angeles for those students eligible to work in America.

Other international work

- The relationship with AFTEC Theatre Company in Hong Kong, started in 2012/13, came to fruition this year. Head of Movement John Baxter and Physical Theatre tutor Michael Brown travelled to Hong Kong in August to run a week-long series of workshops for young people. Both the English and Chinese speaking streams were composed of young people aged 14-22 from across Hong Kong, many from disadvantaged backgrounds with little experience of western theatre. Through the autumn and spring, the participants worked with the Hong Kong theatre teachers and, in April 2014, two LAMDA teachers returned to coach them on audition practice. The young people then auditioned before a panel of Hong Kong theatre professionals and the Principal of LAMDA. Twenty of the original group of 40 then travelled to London in July to take part in a four-week workshop programme in text-based and physical theatre. For many of the young people, this was their first time out of Hong Kong.
- LAMDA continues to have a strong international presence through Examinations. During the year, Guy Norris, Head of Examinations and Kirsty Parker, Marketing Manager undertook business development visits to Hong Kong and Sri Lanka.

Student recruitment and numbers

Validated courses

LAMDA is committed to finding the best students, regardless of social or financial circumstances or educational qualifications. To achieve this, LAMDA auditions or interviews every applicant, giving each candidate the opportunity to demonstrate first-hand his or her talent and affinity for the training that LAMDA offers. During the year, eight applicants benefited from the availability of audition fee waivers offered through the CDD.

Applications to all LAMDA's validated Higher Education courses grew in 2013/14. The largest increase was seen in applications to the acting courses. Recruitment for the Foundation Degree Stage Management and Technical Theatre remained static, despite additional marketing support and two stage-management open days. At present, applicants to this course are being lost to competitor schools with state-of-the-art technical facilities. LAMDA will be addressing this with its development project.

- There were 4,194 applications for the three undergraduate validated courses for entry in 2014/15, namely the BA (Hons) Professional Acting (three-year course), Foundation Degree Professional Acting (two-year course), and two-year Foundation Degree Stage Management and Technical Theatre (two-year course). 3,956 applicants were auditioned or interviewed for 77 places
- Of these, 556 (14%) were from a BAME background and 498 (12.6%) declared a disability
- Thirty students were accepted on BA (Hons) Professional Acting, 28 on the Foundation Degree Professional Acting and 24 on the Foundation Degree Stage Management and Technical Theatre course

- Forty-one applications were received specifically for the non-validated Foundation course. Of the 39 students who auditioned, seven (18%) were from a BAME background and five (13%) declared a disability. Although diversity of applicants has increased on this course, applications were significantly lower than last year with a drop of 20 applications
- The MA Classical Acting for the Professional Theatre, now in its second year, attracted 235 applications for a targeted 22 places. Of the 181 people who auditioned, 25 (14%) were from a BAME background and 18 (10%) declared a disability. Twenty-four students were eventually accepted on to the course.

Short courses, semester courses and other programmes

- 326 students attended Easter and summer short courses, an increase of 19 from the previous year
- Particularly popular courses were the eight-week Shakespeare and his Contemporaries course, which saw an increase from 34 to 42 participants, and English Communication Skills through Drama (an EFL course), which had 45 participants, compared to 31 in 2013. Introduction to Screen Acting was oversubscribed and had 42 participants, compared to 30 the previous year
- Following a disappointing number of applications for the Easter one-day workshops, these were reduced to two workshops and will be discontinued, as they clash with exam preparation for potential students
- LAMDA continued to attract students from the US to its autumn and Spring Semester programmes, as part of their Study Abroad programmes. Numbers totalled 73 across the two semesters.

Academic and vocational success

In 2013/14, graduating students achieved strong results. The external examining board commented that these results, in the top percentile, reflected the quality of applicants to LAMDA's programmes.

- Of the 31 graduating students on the BA (Hons) Professional Acting, four were awarded first-class degrees, 26 received a 2.1 and one student was awarded a 2.2
- On the Foundation Degree Professional Acting, five distinctions and 19 merits were awarded
- The Foundation Degree Stage Management and Technical Theatre saw 22 merits and two passes awarded
- The first cohort from the MA Classical Acting for the Professional theatre graduated in October 2013 with two distinctions and 17 merits.

LAMDA's graduating students continue to be in demand by the industry.

- There was a modest increase in the numbers of students obtaining representation or management by the end of the year with 27 students (90%) on the BA (Hons) Professional Acting and 14 students (74%) on the Foundation Degree in Professional Acting gaining representation
- Charles Babalola won the Alan Bates Award (awarded by the Actors' Centre in memory of its former patron) and Joseph Prowen won the Highly Commended award at the 2014 Spotlight Prize
- Three students left before the end of term to take up offers of professional work. Tom York filmed roles in *Tyrant* for Fox before landing the leading role in *Olympus* for the Sci-Fi Channel, David Moorst appeared in *Wonderland* at the Hampstead Theatre and Sandy Murray joined the cast of *Shakespeare in Love* in the West End
- Seventeen students had secured their first roles in theatre or on screen within four weeks of graduation. Nine students took film and TV roles including *24*, *Live Another Day*, *Tarzan* (directed by David Yates for Warner Bros), *Casualty*, *Inspector George Gently* and *The Three Musketeers*, all for the BBC

- In the theatre, graduating students were cast in leading roles in productions for the Globe and Chichester Festival Theatre, English Touring Theatre, Headlong Theatre and in *Hay Fever* at the Theatre Royal Bath
- Stage Management & Technical Theatre graduates found professional work within weeks of graduation. Destinations included: York Theatre Royal, Park Theatre, Donmar Warehouse, Young Vic, Hampstead Theatre, Theatre Royal Stratford East, Matthew Bourne's *Edward Scissorhands*, Old Laundry Theatre, Bowness, *Copacabana* (tour), *Blockbuster The Musical* (tour), *Beauty and The Beast* (Norway) and All Scene All Props. Roles included ASM, Lighting Technician, Scenic Carpenter and Sound Operator.

Student support

The Scholarships and Bursaries scheme provides direct support to students on our three core courses: the BA (Hons) Professional Acting and the Foundation Degrees Professional Acting and Stage Management & Technical Theatre. Scholarships and bursaries can range from £500 to £15,000 annually, depending upon the award. Scholarships – amounts of £3,000 and over - are awarded on the basis of talent and financial need; these criteria are assessed at audition, through income assessment and by tracking progress made in training.

Procedures for the awarding of scholarships and bursaries were reviewed during the year to ensure a more robust and transparent process. The Hardship Committee took over the administration and awarding of funds from the General Bursary Fund.

During the year, £187,583 was raised in restricted scholarship income, including £59,437 via LAMDA in America Inc. £215,430 was awarded as follows:

- forty-two students received support through LAMDA's student support system including the Scholarships and Bursaries scheme and Hardship Fund
- 23% of the student body on the three core courses received support
- forty-four scholarships and bursaries were awarded in total. Thirteen awards (totalling £64,620) were made at point-of-entry, five (£27,000) were awarded to students in the middle of their training and 26 (£123,810) were awarded to final-year students.

During the year, significant new or increased scholarship support was received from:

- The Clothworkers' Foundation, which agreed a grant worth £180,000 over five years to start in 2014/15
- The Joanna Butterworth Scholarship of £4,500 a year for ten years, set up in memory of LAMDA's former Registrar
- The Andrew Lloyd Webber Foundation, which pledged to support a second student on the Foundation Degree in Stage Management and Technical Theatre course each year (totalling £18,000 a year), starting from 2014/15.

In addition to financial support, LAMDA offers students excellent pastoral support throughout their courses. Every student is offered individual support as required from Year Tutors and the Registrar. LAMDA increased the budget for the student counselling service to enable more students to access the service for longer periods.

Alumni success

LAMDA alumni continue to achieve success in the fields of theatre, film, and television. There were a number of particularly notable achievements during the year:

- Chiwetel Ejiofor took the leading role in *Twelve Years a Slave*, for which he won the BAFTA Award for Best Leading Actor in a Film and was nominated for an Oscar, as well as Golden Globe and Screen Actors Guild Awards
- Benedict Cumberbatch received an Emmy for his role in *Sherlock*, for which he also won the National Television Award for Best TV Detective
- Rory Kinnear received both the Olivier and Evening Standard Best Actor Awards for his performance as Iago in *Othello* at The National Theatre. He also won the Critics' Circle Theatre Award for Most Promising Playwright for *The Herd* at the Bush Theatre
- Katharine Parkinson won the BAFTA Television Award for Female Performance in a Comedy Programme for *The IT Crowd*
- Julie Hesmondhalgh won the National Television Award for Best Serial Drama Performance for her role as Hayley Cropper in *Coronation Street*
- At the 2014 Off West-End Awards, Niamh Walsh won the award for Best Actress for *Who Shot Liberty Vallance* at the Park Theatre; Robert Portal won the Best Actor award for *This Was a Man* at the Finborough Theatre and Mark Arends won the award for Best Production for Young People for *Something Very Far Away*.
- 2011 and 2012 graduates Henry Lewis, Jonathan Sayer and Henry Shields won the WhatsOnStage award for Best New Comedy for *The Play That Goes Wrong*, which transferred to the West End after a successful national tour.

During the year, 31 LAMDA graduates appeared on the stages of the National Theatre, 21 worked at the Royal Shakespeare Company, 21 at Shakespeare's Globe and 90 in the West End. Many more achieved success in regional theatre and with touring companies around the UK and beyond. 2012 graduate Ladi Emeruwa continues to play the title role in the longest tour of all - the Globe's production of *Hamlet* - which will have been performed in every country in the world by the end of its two-year tour in 2016.

Many graduates achieved success in leading film and television roles. Amongst other roles, Benedict Cumberbatch played Alan Turing in the film *The Imitation Game*; David Oyelowo took on a number of roles, including that of Martin Luther King Jr. in *Selma*; Jack Farthing, Sam Reid and Sam Claflin all featured in *The Riot Club*; Anna Chancellor, Anna-Louise Plowman, Anthony Calf and Toby Stephens starred in the film of Noel Coward's *Private Lives*.

On television, LAMDA graduates were seen in numerous dramas, including *Game of Thrones* (Rose Leslie, Iwan Rheon), *Happy Valley* (Derek Riddell), *In The Club* (Hermione Norris, Katharine Parkinson), *Shetland* (Brian Cox), *Downton Abbey* (Harriet Walter, Anna Chancellor), *The Musketeers* (Jason Flemyng), *The Bletchley Circle* (Anna Maxwell-Martin), *Silent Witness* (James Harkness) and *Scandal* (Tony Goldwyn). Long-running series including *Casualty*, *Lewis*, *New Tricks*, *Law and Order: UK*, *Holby City* and *Doctors* regularly feature LAMDA graduates in guest roles.

We were saddened during the year by the deaths of the versatile and popular actor Sam Kelly (1967 graduate) and 1957 alumnus Charles Marowitz, a leading figure in the British avant-garde theatre of the 1960s and co-founder of the experimental Open Space Theatre in London.

Examinations

This was a particularly eventful and successful year for Examinations. The level of entries and candidates for all our qualifications reached an all-time high, resulting in 93,700 candidates being assessed worldwide during the year. This was a 4.5% increase on 2012/13.

There was a particular spike in the level of examinations during the summer months, fuelled by the change in the current syllabus, which expired on 31 August 2014. There was a notable increase in the number of learners attending LAMDA's public exam centres, especially in London.

The new qualifications in Communication and Performance were approved by the regulator (Ofqual) during the year, and came into effect from 1 September 2014. LAMDA conducted ten regional training sessions for our teachers during the summer to help prepare them for the examinations under the new syllabus. These were well received by teachers, and further sessions were provided to our examiners to familiarise them with our new assessment regulations.

LAMDA further supported the work of the regulators this year by participating in a national review of malpractice across a range of Awarding Organisations. We were commended on our approach to these matters.

In addition to our focus on the continued improvement of our graded examinations, we have been investigating the possibility of new qualifications in state schools which are based on developing communication skills, confidence and personal growth. Our proposal to link this with classroom teaching has received some early positive responses from schools, but considerably more work is needed to identify exactly what this proposition will be and this will form a major part of our development activity over the next year.

The department uses the following performance measures for self-evaluation and reports on performance to the Board of Trustees through the Examinations Committee:

- Annual Statement of Compliance to the regulator, Ofqual
- Growth in income and examination entries
- Evaluation of achievement of published customer service standards/operating standards
- Monitoring and benchmarking of quality and learner participation rates

Marketing and communications

2013/14 saw a step-change in the way LAMDA communicates with its many audiences. A new Box Office system, a focus on working with digital and social media platforms and the recruitment of a public relations consultancy enabled LAMDA to engage more actively than ever.

The new website, launched in November 2013, proved to be a successful development. As well as enabling us to promote our courses and examinations activity widely, the website provides a prominent platform for the Act Now! campaign, our Widening Participation activity, the Alumni Network and student productions.

In January 2014, we invested in the Spektrix ticketing system to support the introduction of charging for tickets to public productions. This industry-standard system allows us to capture data as customers buy their tickets (whether online or on the telephone), or as they attend courses and events. We are now able to use the growing database (currently around 12,000 contacts) as an effective marketing tool to promote productions and events and to recruit to short courses.

The introduction of the DotMailer email system enables us to create targeted, attractive campaigns, reaching segmented audiences. We can track responses to our emails and measure the return on investment per campaign. Our email list currently stands at approximately 8,500 contacts.

Our pro-active use of digital platforms and social media means that we now reach in excess of 14,000 people via Twitter, approximately 6,000 people via Facebook and over 6,000 people (to date) via our YouTube channel.

London Communications Agency is supporting our media relations activity in the national and trade press, and advising on how we develop beneficial political relationships.

Fundraising

The Act Now! Campaign

On 6 November 2013, LAMDA, launched Act Now! with a target of raising £6.3 million towards the fulfilment of the Academy's long-held ambition to redevelop its West London campus and provide 5,162m² of new facilities. The launch event took place at the National Theatre, by kind permission of Sir Nicholas Hytner, and was attended by over 120 LAMDA supporters, alumni, trustees, and donors.

The campaign launch was accompanied by a film featuring some of LAMDA's best known alumni talking about their time at LAMDA and their affection for the school.

Since the launch of Act Now!, over £4 million of additional donations and pledges has been secured. This included LAMDA's largest ever donation of £2 million from the Monument Trust, one of the Sainsbury Family Charitable Trusts. The gift will be recognised through the naming of LAMDA's new theatre as the Simon Sainsbury Theatre. Significant support was also secured from Emmanuel and Brigitta Davidson, The Woodward Charitable Trust, The Sackler Trust, the Headley Trust and The Loveday Charitable Trust. Act Now! also received the support of alumni and industry professionals including Dame Janet Suzman, Dame Maggie Smith, Patricia Hodge, Sir Nicholas Hytner, Sir Tom Stoppard, John Lithgow, David Suchet and Timothy West.

It is encouraging that the largest donations have been made by individuals and organisations that have not previously supported LAMDA and have been introduced through the Act Now! campaign.

An intensive programme of prospect research, cultivation and stewardship continues to build and maintain the momentum of the campaign.

General fundraising

The Act Now! Campaign has been a catalyst to enhance and expand LAMDA's general fundraising. During the year, over £219,000 was raised in restricted funds for the Scholarships and Bursaries scheme, the Student Hardship Fund, the Deutsche Bank Award, provision of specific programme support and joint artistic projects. This included new support from LAMDA in America to re-establish a Fulbright Scholarship at LAMDA, the Fulbright John Wood Award, and a significant five-year pledge from the Clothworkers' Foundation to enable students from disadvantaged economic backgrounds to access training at LAMDA.

In addition, LAMDA increased funding from existing scholarship donors, including the Leverhulme Trust and the Andrew Lloyd Webber Foundation. This means that not only did LAMDA surpass the 2013/14 scholarships total but also secured pledges of £203,000 for 2014/15 and £190,000 for 2015/16.

FUTURE PLANS

In pursuit of its mission and vision, LAMDA Limited has four main strategic aims over the next three years:

- to create and maintain facilities worthy of LAMDA's status and reputation
- to ensure that LAMDA's work is made available to the widest audience through its access and widening participation programme
- to consolidate LAMDA's position as a world leader in the provision of drama training and qualifications
- to continue to maintain a strong financial and operational framework to support growth and change.

With the planned redevelopment works due to commence during 2014/15, the Senior Management Team began work on a new strategic plan to take LAMDA into the next phase of its development following completion of the capital programme in 2016. A business plan was created in early summer 2014 to support an application for a bank loan to part-finance the new facilities.

Act Now! The redevelopment of 155 Talgarth Road

A key objective during the next three years will be the construction, fit-out and occupation of the planned new building, the culmination of a 20-year vision to locate all the Academy's teaching and performance activities on one campus. Designed by Niall McLaughlin Architects, the redevelopment will cover 5162m², providing more than twice the space of the existing buildings and including:

- a 200-seat fully equipped theatre, The Simon Sainsbury Theatre, serving as a purpose-built training resource for students and offering a new cultural focal point for the local community
- a 120-seat studio theatre (The Carne Theatre)
- a dedicated recorded media suite and ten multi-purpose teaching and rehearsal studios, as well as the Sackler Library and Study Centre, student changing facilities, meeting rooms, backstage facilities and offices, including new offices for Examinations
- public spaces, including foyers, two bars, hospitality and meeting rooms.

The building will finally enable LAMDA to match its world-class training and reputation with modern facilities.

By the end of 2013/14, £15.4 million had been raised in donations and pledges from the Act Now! campaign and the previous private phase of the fundraising campaign. The works are scheduled to start towards the end of 2014, with completion due in the first half of 2016.

The trustees are aware that a new building cannot be an end in itself, and view the new facilities as an opportunity to improve the training experience for students, enable LAMDA to attract the best students in an increasingly competitive market and develop new income streams. In its business plan, LAMDA has identified key areas for growth and generating additional income, from developing its short courses, semester programmes, new Examinations qualifications, ticket sales and hire income.

General fundraising

The trustees are also mindful that new facilities alone will not attract the best students if financial support is not available to them. To this end, LAMDA's fundraising activities will continue to focus on increasing available bursary and scholarship funds, with the specific aim of increasing the number of students supported from one in five during 2012/13 to one in four by 2014/15.

Access and widening participation

With widening access to its work and training central to LAMDA's mission and vision, the Academy will continue to develop the outreach programme started in 2012/13. The key goals for 2014/15 are:

- To increase participation numbers across all access and widening participation activities
- To increase the number of people we engage with from under-represented groups
- To ensure our monitoring and evaluation processes are robust and joined up across LAMDA departments.

Specific activities will focus on:

- maximising audience numbers at each Shakespeare in Schools performance
- continuing to further links with Contact Theatre, The Drum and Creative Youth Network and exploring opportunities to deliver 3 more workshops to their young people in 2014/15
- researching potential new regional partner organisations in Leicester, Cardiff and Newcastle
- applying for additional funding for LAMDA's Access and Widening Participation Programme, with the aim of increasing the number of bursaries we are able to offer for short courses
- continuing to be rigorous in the selection process to ensure the bursaries are awarded to those who are most deserving and have the greatest financial need
- improving the monitoring process for workshop participants in order to capture data which allows us to track the students' progression
- As we begin to redevelop the LAMDA campus, we will continue to offer tours to individuals and school groups, with a view to increasing access to LAMDA tours in time for the completion of the new build.

Developing our courses and qualifications

Drama School

Over the next three years, the Board, Principal and the Senior Management Team will continue to work with the CDD to contribute to, develop and implement the Conservatoire's strategic plan. This will include examining the feasibility and implications of adopting Taught Degree Awarding Powers (TDAP), and ensuring that LAMDA's views and interests are fully represented when any decisions are made.

LAMDA will continue to develop its international links and programmes with a number of key partners in Hong Kong, Moscow, Paris and the US. A shared programme and a playwriting project will be developed with UCLA in Los Angeles; an invitation to perform at CCNY is also under consideration.

In addition, all courses will be kept under constant review to ensure that they meet the needs of the industry. Staff development, knowledge exchange and practice-based research will be encouraged, in conjunction with the CDD and its affiliate schools, the University of Kent and other professional and academic partners as appropriate.

Examinations

The focus next year will be on supporting the introduction of the new syllabus, whilst developing new qualifications for the broader market, both in the UK and abroad. Relationships will be forged with key partners, including academies and state school centres, and detailed piloting will be undertaken over the next 12-18 months. In addition, the department will work to develop qualifications for new and emerging markets in the UK and key overseas areas.

To support these new initiatives, there has been a significant review of activities within the examinations team including some restructuring with the clear aim of improving customer responsiveness and efficiency and achievement of product development plans.

The following sections form the strategic report.

FINANCIAL REVIEW

The results for the year and the financial position at the end of the year are set out in the financial statements following this review. They show an unrestricted surplus of £0.7 million and a restricted surplus of £0.3 million.

LAMDA's financial performance is summarised as follows:

	2014		2013	
	Unrestricted £'000	Restricted £'000	Unrestricted £'000	Restricted £'000
Income	8,659	525	8,368	309
Expenditure	(7,984)	(220)	(7,394)	(192)
Surplus for the year	675	305	974	117
Reserves at year-end	16,065	1,379	15,385	1,078

The financial performance for the year is shown in detail in the Statement of Financial Activities (SOFA) on page 32.

The primary income for the Drama School of £4.8 million is core grant from the Conservatoire and course fees from students. Expenditure for the year was £4.6 million resulting in a surplus of £0.2 million. The increase in the fee income of £0.3 million is largely due to stability in the core grant from the Conservatoire and the second year of students paying the higher level of tuition fees of £9,000.

Examination income for the year was £3.4 million whilst expenditure was £2.6 million, providing a surplus of £0.8 million. The increase in fee income of £0.2 million was the combined effect of an increase in charges and an increase in examination entries, with students hastening to complete old syllabus exams following the introduction of a new syllabus.

LAMDA's fundraising department continues to seek and raise donations that support students via scholarships, bursaries and the hardship fund. This is considered to be restricted income. The amount raised and expended this year was £0.2 million.

Unrestricted fundraising income for the year was £55,000. This is lower than previous years as staffing resources were directed to raising income and pledges for the Act Now! Campaign, which is restricted income. The amount raised on the Act Now! Campaign was £0.3 million in cash and £2.9 million in pledges. The cost of raising funds for both restricted income and unrestricted income was £0.4 million.

LAMDA Limited owns the whole of the issued share capital of LAMDA Enterprises Limited, which had no trading activities during the year.

Reserves

LAMDA considers that it needs to hold reserves to protect core activities in the event of income shortfall, and to promote balanced long-term, strategic planning. Income from HEFCE and student loan financing is considered secure income. In addition, LAMDA holds cash from deferred income in respect of student and examination fees. Taking these factors into account, LAMDA's reserves policy is to hold an unrestricted reserve of £1 million, which is the equivalent of seven weeks of unrestricted operating expenses.

The designated funds and the general fund are regarded as unrestricted. However, LAMDA considers the reserves policy to relate to the general unrestricted fund and not to include the funds earmarked towards the redevelopment of 155 Talgarth Road.

LAMDA Limited
(Limited by guarantee)
Trustees' report

The value of the funds at the year-end is summarised as follows:

	2014 £'000	2013 £'000
Restricted funds	1,379	1,078
Designated fund		
Fixed asset fund	7,856	7,474
Theatre development fund	7,751	7,232
General unrestricted funds	459	678
Total funds	17,444	16,463

The restricted fund includes £1.1 million to be used for the purpose of the capital campaign to redevelop 155 Talgarth Road. In addition, LAMDA has a designated fund of £7.8 million to be applied to this project. The designated fund was increased in year by a transfer of £1 million from the general unrestricted fund. Prior to this transfer, LAMDA would have been able to comply with its reserve policy. The redevelopment of 155 Talgarth Road is considered to be a critical strategic development and therefore trustees agreed to apply the reserves in the short-term to this project accepting that the goal of the reserves policy would take longer to achieve. The balance of the general unrestricted fund is £0.5 million, which is a reduction of £0.2 million on the previous year and represents three and a half weeks operating expenses.

The designated fund includes tangible fixed assets of £7.9 million, of which £1.6 million relates to capitalised professional fees for the redevelopment of 155 Talgarth Road. These are shown in the accounts as assets in the course of construction.

Grant-making policy

LAMDA makes grants to students as follows:

- **Grants to particular individuals:** LAMDA prepares applications to individuals, corporations, trusts and foundations on behalf of the students put forward by the Academy's internal Scholarship and Bursaries Committee. These grants are received by LAMDA and then paid to the individuals concerned.
- **Other grants:** LAMDA holds restricted funds for the specific purpose of assisting students with their fees and maintenance costs. Students apply to the Hardship Committee, which meets three times each year. Grants are awarded to those students considered to be in greatest need.

Governance and structure

LAMDA is committed to good corporate governance and the Board takes appropriate steps to ensure that the company follows best practice.

Legal structure

LAMDA Limited is a company limited by guarantee, governed by its Memorandum and Articles of Association. It is a registered charity. The Directors, who are members of LAMDA Limited, each guarantee £1, and act as trustees of the charity. The names of Directors who have served during the year and to the date of this report are listed on page 3.

Executive management

Executive management of LAMDA is delegated on a day-to-day basis to the Principal, as Chief Executive Officer. She is responsible for the strategic direction of LAMDA and works with the Board of Trustees to shape and define the vision of the organisation. She exercises considerable influence over the development of LAMDA's ethos and strategy and, supported by the Senior Management Team, is responsible for operational management of the organisation. The names of senior officers who served during the year are listed on page 4.

Funding and regulatory environment

Since 2004, LAMDA has been an affiliate member of the CDD, an organisation consisting of eight specialist drama, dance and circus schools. Through the CDD, LAMDA attracts funding from HEFCE, which enables UK and EU students who are eligible for funding to access loans to assist with tuition fees and maintenance costs.

LAMDA currently operates five full-time higher education accredited courses validated by the University of Kent:

- BA (Hons) Professional Acting (three-year course)
- Foundation Degree Professional Acting (two-year course)
- Foundation Degree Stage Management & Technical Theatre (two-year course)
- MA Classical Acting for the Professional Theatre (four-term postgraduate course)
- MA Directing (four-term postgraduate course)

Through its Examinations department, LAMDA is also an Awarding Organisation, regulated by Ofqual for this area of its operations. Graded examinations are offered in Communication (Speaking Verse and Prose, Reading for Performance, Using Spoken English, Speaking in Public); Performance (Acting, Devising Drama, Miming); Musical Theatre; Group examinations (Group Recital, Choral Speaking, Group Acting, Group Devising, Group Musical Theatre); a Certificate in Speech and Drama: Performance Studies (PCertLAM) and a Diploma in Communication, Speech and Drama Education (LSDE).

LAMDA in America Inc.

LAMDA's affiliate charity organisation in the US, LAMDA in America Inc. (LIA), is an independent, not-for-profit 501-c3 organisation that supports the work of LAMDA. The Chairman is Michael Plummer and LAMDA's Chairman and Principal are directors of the organisation. Susan Kind, the Executive Director, has been in post since November 2012. During the year, £59,437 was raised by LAMDA in America Inc. for scholarships to support students (see note 14).

Statement of responsibilities of members of the Board of Trustees

A statement of the responsibilities of members of the board is given on page 29 of these financial statements.

The Board has taken reasonable steps to:

- ensure that funds from HEFCE, through the CDD, are used only for the purposes for which they have been given and in accordance with the funding agreements and any other conditions that each funding body may from time to time prescribe
- ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources
- safeguard the assets of LAMDA, and prevent and detect fraud
- secure the economically efficient and effective management of LAMDA's resources and expenditure
- consider the guidance on public benefit published by the Charity Commission.

In considering the guidance on public benefit, the Board has concluded that the charity's aims provide substantial public benefit and that the charity's activities over the year, as described in this report, can be shown to bear this out, especially with regard to admissions, outreach and participation initiatives and grant-making policies.

Risk management

The audit committee, acting under delegated authority from the Board, is tasked with measuring, considering and managing all business, operational, reputational, systems, people and financial risks that might affect the ability of LAMDA to continue to operate and thrive over the short and long term. LAMDA keeps a risk register that is the subject of regular review by senior management and by the audit committee.

LAMDA has developed a business continuity plan in case of any sudden or unexpected event interrupting the Academy's activities; this plan is reviewed annually by the Board. Senior management and heads of departments are responsible for encouraging effective risk management within their teams. The Board considers that the major risks facing the company at the end of 2013/14 were:

- possible changes to the Universities Central Admissions Service (UCAS) points tariff, potentially affecting higher-level LAMDA examinations qualifications
- construction costs of the capital project increasing substantially and/or the fundraising campaign to develop 155 Talgarth Road failing to meet targets
- uncertainty about the availability of postgraduate funding, potentially affecting recruitment to the Foundation Degree Professional Acting (two-year course).

The Board considers that suitable mitigating strategies have been put in place, namely:

- monitoring of the ongoing UCAS consultation being conducted by Ofqual, and the development of new examinations qualifications
- close scrutiny and monitoring of construction costs by LAMDA and its professional advisers; a robust fundraising strategy with a good track record, supported by an experienced campaign Chair and committee and well-qualified senior fundraising staff
- a commitment to offering more scholarship and bursary funding at point of entry to postgraduate students.

Internal financial control

The key elements of LAMDA's system of internal financial control, which is designed to discharge the fiduciary responsibilities set out above, include:

- regular scrutiny of budgets, including budget holder meetings attended by those to whom departmental budgetary responsibility is delegated
- an annual planning process, incorporating detailed income, expenditure, capital and cash flow budgets
- regular reviews of key milestones
- business risk reviews
- quarterly reviews of financial results – these include variance reports and updated forecasts, and are carried out under the aegis of the finance committee.

Detailed internal financial regulations, as well as anti-fraud and anti-bribery policies, are in place. However, any system of internal financial control will only provide reasonable, but not absolute, assurance against material mis-statement or loss.

Board and committee meetings

The Board of Trustees met five times during the year.

Much of the Board's detailed work is delegated to LAMDA's seven sub-committees, namely: Buildings; Examinations; Finance; Audit; Hardship; Campaign; Nominations, Remuneration & HR. Recommendations of these committees are made to the Board for discussion and approval at its meetings.

The respective responsibilities of these committees are as follows:

Buildings	supervising the project management of the capital redevelopment project.
Examinations	reviewing and accepting regulatory compliance/self-assessment reports and advising on business strategy and development of LAMDA's qualifications syllabus.
Finance	reviewing the quarterly and annual results and presenting the annual budget for Board approval
Audit	ensuring that LAMDA operates under an appropriate and robust risk-management regime and has adequate arrangements for ensuring economy, efficiency and effectiveness
Hardship	receiving and approving applications for funds from students in financial need
Nominations, Remuneration & HR	advising on Trustee appointments and Board composition, staff remuneration and HR policies
Campaign	steering the Act Now! campaign and maximising overall fundraising opportunities.

Terms of reference for all committees have been agreed by the Board and the majority of members on each committee are trustees. External members with specialist expertise may be co-opted, provided that trustees remain in the majority.

Appointment and induction of trustees

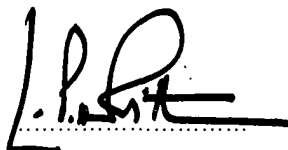
Job descriptions for trustees and for the chair have been agreed by the Nominations, Remuneration & HR committee. This committee is responsible for advising on the appointment of new trustees, (including appropriate advertising and interview procedures), and making recommendations to the Board. Potential candidates are evaluated against a pre-defined matrix to ensure that a balance of relevant experience and skills is maintained on the Board.

New trustees receive a board induction pack, tours of the building and induction meetings with the Chairman, the Principal and relevant members of the Senior Management Team. Time is also spent with the Senior Management Team to equip new trustees with appropriate information and oversight necessary to fulfil their obligations. Training is offered according to need.

Auditors

A resolution proposing the re-appointment of haysmacintyre and authorising the Board to fix their remuneration will be tabled at the Annual General Meeting.

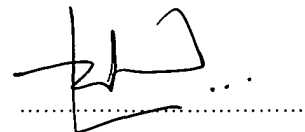
Approved by the Board on 23 October 2014 and signed on its behalf by:



Luke Rittner
Chairman



Joanna Read
Principal and CDD
accountable officer



James Cane
Director

The trustees (who are also directors of LAMDA Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources. These include the income and expenditure of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Statement of Recommended Practice (SORP)
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures closed and explained in the financial statements
- prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant information of which the charitable company's auditor is unaware
- the trustees have taken all steps that they ought to have been taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

We have audited the financial statements of The London Academy of Music & Dramatic Art Limited for the year ended 31 July 2014, which comprise the Statement of Financial Activities, the Charitable Company Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Board of Governors and auditors

As explained more fully in the Statement of Responsibilities of the Board of Governors, the governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

We report to you on our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006, the Charities Act 2011 and the Statement of Recommended Practice – Accounting for Further and Higher Education. We also report to you whether, in our opinion, the information given in the Governors' Report is consistent with those financial statements. We also report to you whether, in our opinion, income from funding bodies, grants and income for specific purposes and from other restricted funds administered by the School have been properly applied in all material respects in accordance with the School's statutes and, where appropriate with the financial memorandum with the Higher Education Funding Council for England.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion

In our opinion:

- The financial statements give a true and fair view of the state of affairs as at 31 July 2014, and of the deficit of income over expenditure for the year then ended;
- The financial statements have been prepared in accordance with the United Kingdom Generally Accepted Accounting Practice;
- The financial statements have been prepared in accordance with the Companies Act 2006, the Charities Act 2011 and the Statement of Recommended Practice – Accounting for Further and Higher Education'
- In all material respects, income from the Higher Education Funding Council for England, grants and income for specific purposes and from other restricted funds administered by the School have been applied only for the purpose for which they were received; and

- In all material respects, income has been applied in accordance with the School's governing instrument and, where appropriate, in accordance with the financial memorandum with the Higher Education Funding Council for England.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, the information given in the Governor's Report incorporating the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.



Richard Weaver
Senior Statutory Auditor
For an on behalf of haysmacintyre, Statutory Auditors

26 Red Lion Square
London
WC1R 4AG

haysmacintyre is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

28 October 2014

LAMDA Limited
(Limited by guarantee)
Statement of financial activities (including income and expenditure account)
for the year ended 31 July 2014

	Notes	Unrestricted funds £	Restricted funds £	Designated funds £	Total funds 2014 £	Total funds 2013 £
Incoming resources						
Incoming resources from charitable activities:						
Drama school	1	4,805,559	15,000	-	4,820,559	4,487,198
Examinations	1	3,364,974	-	-	3,364,974	3,128,376
Incoming resources from generated funds:						
Voluntary income	2	54,843	500,090	-	554,933	718,223
Activities for generating funds	2	334,243	-	-	334,243	215,984
Investment income	3	8,902	9,820	90,443	109,165	126,980
Total incoming resources		8,568,521	524,910	90,443	9,183,874	8,676,761
Resources expended						
Charitable activities:						
Drama school		4,587,966	219,362	312,207	5,119,535	4,723,661
Examinations		2,615,307	200	21,295	2,636,802	2,418,174
Cost of generating funds:						
Costs of generating voluntary income:						
Fundraising costs		174,135	-	181,885	356,020	371,616
Governance costs		85,314	-	5,519	90,833	73,059
Total resources expended	4	7,462,722	219,562	520,906	8,203,190	7,586,510
Net incoming resources/net movement						
in funds before transfers	14	1,105,799	305,348	(430,463)	980,684	1,090,251
Transfers between funds	14	(1,325,108)	(5,000)	1,330,108	-	-
Net movement in funds after transfers		(219,309)	300,348	899,645	980,684	1,090,251
Fund balances brought forward at 1 August		678,146	1,078,423	14,706,626	16,463,195	15,372,944
Fund balances carried forward at 31 July	14	458,837	1,378,771	15,606,271	17,443,879	16,463,195

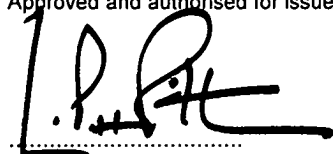
The net incoming resources for the year arise from the charity's continuing operations.
The statement of financial activities includes all gains and losses recognised in the year.

LAMDA Limited
(Limited by guarantee)
Balance Sheet
as at 31 July 2014

Company registration number 364456

		2014	2013
	Notes	£	£
Fixed assets			
Investments	7	30,282	30,282
Tangible fixed assets	8	7,855,744	7,474,241
Current assets			
Stock	9	41,009	10,442
Debtors	10	493,844	657,218
Cash at bank and in hand	17	<u>10,718,515</u>	<u>9,998,181</u>
		11,253,368	10,665,841
Current liabilities			
Creditors: amount falling due within one year	11	<u>(1,695,515)</u>	<u>(1,707,169)</u>
Net current assets		9,557,853	8,958,672
Net assets		<u>17,443,879</u>	<u>16,463,195</u>
Restricted funds	14	1,378,771	1,078,423
Designated funds			
Theatre development fund	14	7,750,527	7,232,385
Fixed asset fund	14	7,855,744	7,474,241
General unrestricted funds	14	458,837	678,146
Total funds		<u>17,443,879</u>	<u>16,463,195</u>

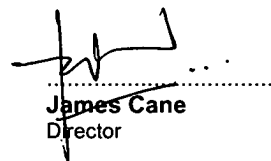
Approved and authorised for issue by the Board of Directors on 23 October.....2014



Luke Rittner
Chairman



Joanna Read
Principal and CDD accountable officer



James Cane
Director

LAMDA Limited
(Limited by guarantee)
Cashflow statement
for the year ended 31 July 2014

		2014 £	2013 £
Cash inflow from operating activities	16	1,115,601	959,939
Returns on investments and servicing of finance			
Interest received		109,165	126,980
Capital expenditure and financial investment			
Payment to acquire tangible fixed assets		(504,432)	(683,920)
Increase in cash in the year		720,334	402,999
Reconciliation of net cash flow to movement in net funds			
Increase in cash in the year		720,334	402,999
Net funds at 1 August		9,998,181	9,595,182
Net funds at 31 July	17	10,718,515	9,998,181

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006, the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005) issued in March 2005 and United Kingdom Generally Accepted Accounting Practice (UK GAAP).

The trustees have adopted the going-concern principle as they are satisfied that the activities of the charity are viable into the medium term because budgeted business levels up to November 2015 are in line with current income and expenditure and are expected to return a surplus.

These financial statements do not consolidate the results and balance sheet of LAMDA Enterprises Limited as the company's results were not material.

Incoming resources

Incoming resources are recognised when the charity has entitlement to the income, when it has reasonable certainty of receipt and when the income can be reliably measured. Specifically:

- Donations not linked to events are recognised on receipt
- Pledges to give are not recognised
- Grants are recognised when the charity has been notified of the grant and any conditions for receipt have been met
- Conservatoire grants are recognised when the charity has been notified of the grant and any conditions for receipt have been met
- Grants received to fund capital expenditure are recorded as income and taken to reserves when spent
- Legacies are recognised when entitlement and certainty of receipt have been confirmed and the legacy can be quantified with sufficient accuracy.

Grants and donations are only deferred when:

- The donor has imposed conditions that must be met before the charity has unconditional entitlement
- Income relating to events, including donations, are recognised once the event has taken place
- Investment income is recognised on an accruals basis.

Resources expended

Resources expended are accounted for on an accruals basis (inclusive of VAT, which cannot be recovered). Contractual arrangements are recognised when goods and services are supplied. Other grant payments are recognised when a constructive obligation arises. Expenditure is only deferred when an obligation for payment occurs in advance of the event to which it relates.

Expenditure is allocated and apportioned into various categories. Direct costs are allocated to each activity, as are costs that can be directly apportioned to each activity. Support costs relating to central services including management and administration are allocated to service areas on the basis of either floor area or gross expenditure.

Costs of generating funds are those incurred in attracting voluntary income and in fundraising activities.

Costs of charitable activities include all expenditure related to the awarding of grants and the costs of Drama School and Examinations.

Governance costs comprise all expenditure involving the public accountability of the charity and its compliance with regulation and good practice. Governance costs include costs related to statutory audit and legal fees together with an apportionment of salary costs.

Tangible fixed assets

Individual fixed assets, typically furniture, equipment and IT, are capitalised at cost, except that assets with an individual cost of less than £2,000 inclusive of VAT are expensed.

Assets in the course of construction, which are capitalised, include pre-development costs directly attributable to specific property developments and are not depreciated until they are brought into use.

Depreciation is provided at rates to write off the cost on a straight-line basis over different periods of time, as follows:

Freehold buildings	50 years
Plant, fixtures and fittings	10 years
Computers	3 years
Computer infrastructure	8 years

Freehold land is not depreciated.

Stock

Stock represents, principally, publications held for resale. It is carried at the lower of purchase cost and net realisable value.

Funds structure

Restricted and endowment funds are recorded separately from unrestricted funds.

- A restricted fund is set up where a donor requires that a donation be spent for a particular purpose or where funds have been raised for a specific purpose.
- Unrestricted general funds may be used at the discretion of the trustees towards meeting LAMDA's charitable objectives.
- Designated funds represent monies set aside by the trustees out of unrestricted general funds for a specific purpose.

Cashflow statement

The cashflow statement is shown on page 34 of these financial statements.

Operating leases

Rentals payable under operating leases are expensed on a straight-line basis over the lease term.

Taxation

LAMDA Ltd is a registered charity. In consequence, it is exempt from taxation on net income arising from its charitable activities.

Pension contributions

Employees of the company are entitled to join a defined-contribution scheme to which the company contributes 3% of salary (5% for senior staff). At the year-end contributions of £11,129 were outstanding to the pension provider Aviva. The amount charged in the Statement of Financial Activities (SOFA) in respect of pension costs and other post-retirement benefits represents the contributions payable in the year. The difference between contributions payable in the year and contributions actually paid is represented by the increase in accrued costs at 31 July 2014 compared to 31 July 2013.

Investments

Investments are valued at year-end at market value. The SOFA includes any net gains and losses on disposals and revaluations effected during the year.

Foreign Exchange Transactions

Transactions are based on the sterling value at the point of receipt. No adjustments are made for gains or losses on currency values.

1 Incoming resources from charitable activities

	Unrestricted funds	Restricted funds	2014	2013
	£	£	£	£
Core funding	1,041,464	-	1,041,464	1,194,292
Course and related fees	3,727,098	-	3,727,098	3,188,406
Examination fees	3,364,974	-	3,364,974	3,128,376
Capital grant from HEFCE	-	5,000	5,000	11,000
Other grants	36,997	10,000	46,997	93,500
	<u>8,170,533</u>	<u>15,000</u>	<u>8,185,533</u>	<u>7,615,574</u>

analysed as follows:

Drama school	4,805,559	15,000	4,820,559	4,487,198
Examinations	3,364,974	-	3,364,974	3,128,376
	<u>8,170,533</u>	<u>15,000</u>	<u>8,185,533</u>	<u>7,615,574</u>

2 Incoming resources from generated funds

	Unrestricted funds	Restricted funds	2014	2013
	£	£	£	£
Voluntary income				
Donations	53,539	500,090	553,629	348,388
Legacies	1,304	-	1,304	369,835
	<u>54,843</u>	<u>500,090</u>	<u>554,933</u>	<u>718,223</u>

Activities for generating funds

Trading activities, events and functions	138,859	-	138,859	55,630
Miscellaneous income	42,567	-	42,567	19,922
Land and rental income	152,817	-	152,817	140,432
	<u>334,243</u>	<u>-</u>	<u>334,243</u>	<u>215,984</u>

LAMDA Limited
(Limited by guarantee)
Notes to the financial statements
for the year ended 31 July 2014

3 Investment income

	Unrestricted funds	Restricted funds	Designated fund	2014	2013
	£	£	£	£	£
Bank interest receivable	8,902	9,820	90,443	109,165	126,980

4 Analysis of total resources expended

	Allocation method	Drama school	Examinations	Fundraising	Governance	Total 2014	2013
		£	£	£	£	£	£
Costs directly allocated to activities							
Staff costs	Direct	1,812,680	700,356	200,938	21,222	2,735,196	2,486,088
Productions	Direct	914,427	-	-	-	914,427	886,131
Payments to examiners	Direct	-	679,620	-	-	679,620	659,639
Student bursaries, fee waivers & hardship	Direct	356,457	-	-	-	356,457	312,322
Audit and legal fees	Direct	-	-	-	54,916	54,916	37,333
Administration	Direct	876,313	859,297	93,529	1,810	1,830,949	1,589,415
Depreciation	Direct	8,764	-	-	-	8,764	6,745
Total		3,968,641	2,239,273	294,467	77,948	6,580,329	5,977,673
Support costs allocated to activities							
Premises	Floor area	440,074	24,264	11,418	-	475,756	491,270
Administration	Total exp	484,331	273,876	36,015	9,534	803,756	794,616
Marketing	Total exp	138,103	78,094	10,269	2,718	229,184	207,228
Depreciation	Floor area/ total exp	88,386	21,295	3,851	633	114,165	115,723
Total allocated support costs		1,150,894	397,529	61,553	12,885	1,622,861	1,608,837
Total resources expended		5,119,535	2,636,802	356,020	90,833	8,203,190	7,586,510

Support costs relating to central services (including human resources, IT, finance and management and administration) have been allocated over the service areas in relation to direct expenditure and floor area. Governance costs are re-allocations based on a portion of salary costs of senior staff plus the cost of audits services and legal fees.

Grants payable

	2014	2013
	£	£
Included in 'direct costs' are the following grants paid by LAMDA during the year:		
Contribution to the Higher Education Bursary Scholarship Scheme (HEBSS)	10,858	54,000
	10,858	54,000

Eight students received support from HEBSS in 2013/14 (2013/14: 25)

5 Staff costs and employees

	2014	2013
	No. FTE	No. FTE
Drama School	42	36
Examinations	20	20
Fundraising	5	5
Management and administration	19	19
	<u>86</u>	<u>80</u>

	2014	2013
	£	£
Staff costs for the above persons are analysed as follows:		
Wages and salaries	3,031,281	2,871,156
Social Security	294,407	266,330
Other - pension costs	85,789	72,672
	<u>3,411,477</u>	<u>3,210,158</u>

	2014	2013
	£	£
Staff costs (for the above persons) are analysed as follows:		
Drama School	1,811,660	1,646,949
Examinations	700,356	649,258
Fundraising	102,042	171,491
Management and administration	797,419	742,460
	<u>3,411,477</u>	<u>3,210,158</u>

	2014	2013
	£	£
The highest paid employees' emoluments were as follows:		
Between £60,001 - £70,000	4	-
Between £90,001 - £100,000	-	1
Between £100,001 - £110,000	1	-

During 2014, no trustee received any remuneration. LAMDA spent £1,810 on travel and entertainment on behalf of the 18 serving trustees (2013: £6,042).

6 Movement in net income for the year is stated after charging

	2014	2013
	£	£
Depreciation	122,929	122,468
Operating leases - land and buildings	57,525	48,107
Operating leases - other	15,017	23,274
Auditors remuneration	22,813	20,929

7a Investments

	2014	2013
	£	£
Listed securities at cost	1,937	1,937
Less: provision for impairment in value	(1,655)	(1,655)
	282	282
Unlisted subsidiary at cost	30,000	30,000
Cost or valuation at 31 July	30,282	30,282

7b LAMDA Limited owns the whole of the issued share capital of LAMDA Enterprises Limited. The company is registered in England and gifts its taxable profits to LAMDA Limited via gift aid. There has been no trading during the year and no consolidation of the results and balance sheet of the company with LAMDA Limited.

	2014	2013
	£	£
Turnover	-	-
Less expenditure	18	24
Net (loss)/profit	(18)	(24)
Amount paid to LAMDA via gift aid	-	-
Loss in year	(18)	(24)
Share capital held by LAMDA Limited	30,000	30,000

8 Tangible fixed assets

	Freehold land and buildings	Assets in the course of construction	Stage and office equipment	IT equipment	Costumes and production equipment	Total
	£	£	£	£	£	£
Cost or valuation						
At 1 August 2013	6,561,145	1,205,773	391,341	419,933	63,768	8,641,960
Additions	69,143	377,314	7,332	50,643	-	504,432
At 31 July 2014	6,630,288	1,583,087	398,673	470,576	63,768	9,146,392
Depreciation						
At 1 August 2013	479,340	-	353,574	285,219	49,586	1,167,719
Charge for the year	52,692	-	11,000	54,440	4,797	122,929
At 31 July 2014	532,032	-	364,574	339,659	54,383	1,290,648
Net book value						
At 31 July 2014	6,098,256	1,583,087	34,099	130,917	9,385	7,855,744
At 1 August 2013	6,081,805	1,205,773	37,767	134,714	14,182	7,474,241

The Directors consider that the market value of the property at Talgarth Road is no less than the amount in the accounts shown as freehold land and buildings.

9 Stock

	2014	2013
	£	£
Publications	35,029	4,842
Medals and certificate	4,627	4,956
Other	1,353	644
	41,009	10,442

10 Debtors

	2014	2013
	£	£
Trade debtors	64,575	59,828
Other debtors	46,910	38,386
Prepayments and accrued income	382,359	559,004
	493,844	657,218

11 CREDITORS: amounts falling due within one year

	2014 £	2013 £
Deferred income	1,074,210	1,113,865
Trade creditors	236,804	203,058
Accruals	208,624	216,594
Taxation and social security	106,680	82,484
Other creditors	69,197	91,168
	<u>1,695,515</u>	<u>1,707,169</u>

Deferred income	£
At 1 August 2013	1,113,865
Acquired	922,244
Released	<u>(961,899)</u>
At 31 July 2014	<u>1,074,210</u>

Deferred income includes course fees, exam income and hoardings income received in advance.

12 Operating lease commitments

At the year-end, the charity was committed to making operating lease payments during the following year in respect of operating leases as analysed below:

	2014 £	2013 £
Land	128,283	51,400
Other	8,448	9,426
	<u>136,731</u>	<u>60,826</u>

Lease maturity analysis

Land

Lease ending:

Within one year	59,600	32,400
In more than 1 year but not more than 5 years	68,683	19,000
	<u>128,283</u>	<u>51,400</u>

Equipment

Lease ending:

Within one year	1,751	2,729
In more than 1 year but not more than 5 years	6,697	6,697
	<u>8,448</u>	<u>9,426</u>

13 Capital and Reserves

The company is limited by guarantee and does not have share capital. Each member gives a guarantee contribute a sum, not exceeding £1, to the company should it be wound up. At 31 July 2014 there were 18 members (2013: 18), who were all trustees.

No reconciliation of movements in shareholders' funds has been prepared as the company has no shareholders.

14 Reserves

	Balance at 1 August 2013	Incoming Resources	Outgoing Resources	Net incoming/ (outgoing) resources	Transfers	Net movement in funds	Balance at 31 July 2014
	£	£	£	£	£	£	£
Restricted funds							
Act Now! fund	785,253	305,554	(847)	304,707	-	304,707	1,089,960
Bursary fund	208,856	128,146	(130,096)	(1,950)	-	(1,950)	206,906
Hardship	47,529	1,773	(4,500)	(2,727)	-	(2,727)	44,802
LAMDA in America	9,373	59,437	(66,000)	(6,563)	-	(6,563)	2,810
Production programme support	10,255	5,000	(2,919)	2,081	-	2,081	12,336
The Deutsche Bank award scheme	10,970	10,000	(5,000)	5,000	-	5,000	15,970
Brian Tilston award	5,100	-	(200)	(200)	-	(200)	4,900
Capital repairs and renewals	-	5,000	-	5,000	(5,000)	-	-
Joint artistic projects	-	10,000	(10,000)	-	-	-	-
Others	1,087	-	-	-	-	-	1,087
	<u>1,078,423</u>	<u>524,910</u>	<u>(219,562)</u>	<u>305,348</u>	<u>(5,000)</u>	<u>300,348</u>	<u>1,378,771</u>
Unrestricted funds							
General fund	678,146	8,568,521	(7,462,722)	1,105,799	(1,325,108)	(219,309)	458,837
Designated funds							
Theatre development fund	7,232,385	90,443	(397,977)	(307,534)	825,676	518,142	7,750,527
Fixed asset fund	7,474,241	-	(122,929)	(122,929)	504,432	381,503	7,855,744
	<u>15,384,772</u>	<u>8,658,964</u>	<u>(7,983,628)</u>	<u>675,336</u>	<u>5,000</u>	<u>680,336</u>	<u>16,065,108</u>
Total funds	<u>16,463,195</u>	<u>9,183,874</u>	<u>(8,203,190)</u>	<u>980,684</u>	<u>-</u>	<u>980,684</u>	<u>17,443,879</u>

Restricted funds

The restricted funds are held for the following purposes:

Act Now! fund	Income generated by a dedicated fundraising campaign to provide funds for the redevelopment of 155 Talgarth Road.
Bursary fund	Funds given to help students with fees and living expenses.
Hardship	An emergency fund to support students who suffer unexpected, short term financial difficulties. The fund cannot be used for fee payments.
LAMDA in America	Funds raised to provide bursaries to students studying at the Academy. Luke Rittner (Chair) and Joanna Read (Principal) are directors of LAMDA in America Inc.
Production programme support	Funds for sponsorship and programme development in furtherance of the learning experience of LAMDA students.
The Deutsche Bank award scheme	Funds given by Deutsche Bank to support students moving into employment.
Brian Tilston award	Annual award for highest scoring candidate passing the gold award for speaking verse and prose.
Capital repairs and renewals	Capital grant from the CDD of £10k which has been applied against capital expenditure.

Joint artistic projects

Grant from CDD toward Joint Artistic Projects.

Unrestricted funds

Theatre development fund

Designated funds to develop the site at Talgarth Road to provide theatre, rehearsal, and office space.

Fixed asset fund

Net book value of freehold land and buildings, equipment, examination IT system, and assets in the course of construction which is the pre development cost relating to 155 Talgarth Road.

Transfers

The transfers into the designated theatre development fund include legacy income £46,443, hoardings income £151,158, and gift aid £5,389. LAMDA Limited has designated £1,000,000 from the general fund into the designated theatre development fund to be applied if required to complete the capital project. The transfer relating to spending on tangible fixed assets includes £377,314 from the designated fund on the development of Talgarth Road, £122,118 from the general unrestricted fund, and the CDD capital grant of £5,000 for repairs and IT equipment.

15 Analysis of net assets between funds

	Tangible fixed assets £	Investments £	Net current assets £	Total £
Restricted funds	-	-	1,378,771	1,378,771
Designated fund	7,855,744	-	7,750,527	15,606,271
Unrestricted funds	-	30,282	428,555	458,837
	<u>7,855,744</u>	<u>30,282</u>	<u>9,557,853</u>	<u>17,443,879</u>

16 Reconciliation of net incoming resources to net cash inflow from operating activities

	2014 £	2014 £	2013 £	2013 £
Net incoming resources		980,684		1,090,251
Depreciation	122,929		122,468	
(Increase)/decrease in stock	(30,567)		22,478	
Decrease/(increase) in debtors	163,374		(337,306)	
(Decrease)/increase in short-term creditors	(11,654)		189,028	
		<u>244,082</u>		<u>(3,332)</u>
		1,224,766		1,086,919
Interest received	<u>(109,165)</u>		<u>(126,980)</u>	
		<u>(109,165)</u>		<u>(126,980)</u>
Net cash inflow from operations		<u>1,115,601</u>		<u>959,939</u>

17 Analysis of change in net funds	1 August 2013 £	Net cash inflow £	31 July 2014 £
Cash at bank and in hand	9,998,181	720,334	10,718,515
	9,998,181	720,334	10,718,515

18 Related Parties

LAMDA's *Operating Agreement with the Conservatoire* requires that a trustee of LAMDA sits on the board of the Conservatoire as a nominated governor. Luke Rittner resigned from this position in the year and was replaced by James Cane. Philip Carne is a trustee of the Richard Carne Trust, which donated £10,000 to LAMDA Limited and US \$10,000 to LAMDA in America during the year.