

THE OXFORD SCHOOL OF DRAMA TRUST

ACCOUNTS FOR THE YEAR ENDED

31 AUGUST 2023

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Company No. 3638842

Registered Charity No. 1072770

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT

This is the Twenty-fifth report of The Oxford School of Drama Trustees and covers the twelve months to 31 August 2023.

REFERENCE AND ADMINISTRATIVE DETAILS

Company number 3638842

Charity number 1072770

Registered Office

Beaver House, 23-38 Hythe Bridge Street, Oxford OX1 2EP.

Bankers

National Westminster Bank PLC, Oxford

Auditors

Critchleys Audit LLP, Beaver House, 23-38 Hythe Bridge Street, Oxford, OX1 2EP

Principal address

Sansomes Farm Studios, Woodstock, Oxford, OX20 1ER

Trustees/Directors

The trustees of the Charity are also the company's directors for the purposes of the Companies Act.

The Trustees, who served throughout the year unless otherwise stated, were:

N Macaluso
 A Millman
 E Fuller (resigned 8 September 2023)
 S Stephens
 F Feehan (resigned 4 April 2023)
 T Baldwin (resigned 11 December 2023)
 A Byam
 C A Bradley
 F Murray-Fuentes
 M Neild
 H Dance (appointed 4 April 2023)
 G Upton (appointed 4 April 2023)

Principal

Edward Hicks

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Trust is governed by the provisions of its memorandum and articles of association and the accounts comply with current statutory requirements and the Trust's governing document.

The Trustees have the power to appoint additional people as Trustee but any Trustees such appointed shall only hold office until the following Annual General Meeting, where they can seek re-election.

New Trustees are provided with a comprehensive pack of information about The Oxford School of Drama Trust, the content of which conforms to the recommendations of The Charity Commission. This includes: Charity Commission booklet CC3 The Essential Trustee: What you need to know; information on the responsibilities of Trustees; memorandum and articles of association; accounts for last three years incorporating Trustees' reports; minutes of last three board meetings; brief history of the School and chronology of significant events; organisational chart; current school prospectus; schedule of dates for further meetings; biographies of Trustees and dates of appointment; details of contractual obligations; summary of Trust's insurance policies including trustees' liability insurance; details of any litigation presently being undertaken either by or against the Trust; details of charity's professional advisers, including solicitors, bankers, external auditors; policy documents, including Risk Management information, Health and Safety Policy, Equal Opportunities Policy, Disability Equality Policy, Safeguarding Dignity & Respect Policy, Privacy Policy, Environmental Policy, ICT Policy, Disciplinary Policy, Grievance Policy.

The Trustees are in overall control of the Trust and consider strategic issues. Day to day management of the Trust is delegated to the Principal.

Key Management Personnel Remuneration

The pay and remuneration of the charity's key management personnel is re-evaluated annually. Every 3-5 years the Trustees undertake a comparative analysis of the pay and remuneration of the key management personnel in similar organisations as a benchmark.

OBJECTIVES AND ACTIVITIES

The Oxford School of Drama Trust was founded in 1998 as a Company Limited by Guarantee and a registered charity to train students for the acting profession. The School's strategy is to offer an education, as well as vocational training, to students from a wide range of social and educational backgrounds. For this reason it has a policy of limiting the intake of students to the School to ensure a high and constant level of support, both during and after training. The total intake in September 2022 was 88 students. The Trust has committed and highly qualified teaching and administrative staff. The School employs four full-time and four part-time staff and has up to thirty freelance tutors. The School is deemed Grade 1 'outstanding' by Ofsted and 'exemplary' by Trinity College London.

The Trust provides the following courses:

- One Year Diploma in Acting Course
- Three Year Diploma in Acting course
- Six-month Foundation Course in Acting

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)

Public Benefit

The Trustees have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. The School aims to ensure that its courses are open to all regardless of their background through its participation in the Government's Dance and Drama Awards (DaDA) Scheme. The Scheme enables talented students to access financial assistance to attend the Three year and One year courses at the School, provided that they are under the age of 24 and from households with a gross income of less than £90,000. The amount of financial assistance students receive depends on their household income. Those in greatest need (with a household income of less than £21,000) pay nothing towards their course fees and can access a grant to help with their living costs. Those whose household income is £85,000 - £90,000 pay £7,175 for their course fees, a reduction of £10,675 on the published rate. There is a sliding scale of support for students between these two income figures.

Students aged over 18 years who have some fees to pay for their course can also access an Advanced Learning Loan of up to £7,395 towards the course fees.

Additionally, the school has its own bursary provision including specific bursaries earmarked for the Foundation Course aimed at anyone with a household income under £35k. and the One-year Course aimed at anyone over the age of 24 not eligible for Dada with a household income under £35k. These measures along with increasing the available audition waivers are aimed to help remove financial barriers experienced by some applicants and students.

In addition to these schemes the school has its own Hardship Fund for those students experiencing financial difficulties and is currently aiming to expand its bursary provision through increased development and fundraising activity including applications to Trust and Foundations.

The school outreach work has included workshops and Q&A's both online and in person in the form of workshops targeted at under-represented groups. This work is undertaken in partnership with staff, students, and graduate actors. It included live sessions that ranged from, the FDS Training Fair (Leeds) 500+, to NYT-Playing Up (London) 50+. This year we have also held regional auditions in Doncaster and Newcastle. Several smaller activities were also organised both online and in person in the form of presentations at schools and colleges, careers events, Drama groups, open days and workshops for those interested in drama training. As part of a partnership with the National Saturday club we continued to offer free weekly drama classes to local children from low-income families. Then as part of a tour to local schools we offered workshops on Shakespeare. Public performances took place at venues including The North Wall (Oxford), The New Diorama (London), Southwark Playhouse (London), Leicester Square Theatre (London), the local Oxfordshire community and a number of outdoor locations. In total playing to an increased public audience of 3000.

ACHIEVEMENTS AND PERFORMANCE

The graduates from the school have continued to have a successful year working on a range of productions. Theatre credits include To Kill a Mockingbird (West End), Vanya (West End), Lyonesse (West End), Glass Menagerie (West End), Standing At The Sky's Edge (National Theatre), My Brilliant Friend (National Theatre), Home, I'm Darling (National Theatre), Pandemonium (Soho Theatre), The Merchant of Venice 1936 (RSC), Two Palestinians Go Dogging (Royal Court), She Stoops To Conquer (Orange Tree), Arabian Nights (Bristol Old Vic Theatre), and A Mirror (Almeida Theatre) amongst others.

On screen they could be seen as significant or lead characters in Apple TV's Slow Horses, Hijack; Netflix's Queen Charlotte, Shadow and Bone, Umbrella Factory, The Witcher: Blood Origin, The Crown; BBC's The Cleaner, Call the Midwife, Eastenders; ITV's Grantchester, Emmerdale; Sky's Britannia; HBO's Gangs of London; Paramount's Halo; Sarah Pooley's film Women Talking, Ridley Scott's Napoleon.

The graduating Three Year Course within 2 months of graduating

17 out of 20 signed with agents (85%)

18 out of 20 worked professionally or signed with an agent or both (90%)

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)

Students and graduates winning or nominated for awards this year include:

Lizzie Annis Most Promising Newcomer Critics Circle Theatre Awards, Best West End Debut The Stage Awards
 Claire Foy Screen Actors Guild Awards (USA) outstanding performance by a cast in a motion picture, British Independent Film Awards - Best Supporting Performance
 Maimuna Memon Olivier Awards – Actress in a supporting role in a musical
 Aimee Lou Wood wins BAFTA EE Rising Star Award

Yasemin Junqueira (Third Year student) finalist in the Student Spotlight Awards.

Emily Kathryn and Nye Occomore (Third year students) finalists in BBC Carleton Hobbs Award

Activities

The School's Student Hardship Fund continued to support those in financial difficulty. The number of students needing support continues to increase. During the Autumn term and Spring term twenty-six awards were made totalling £6,200.

Plans for the future

There were several key new appointments made over the year including the appointment of a new Head of Acting, a new Head of the Foundation Course and Outreach, and a new Artistic Associate. The continuation of an in-depth review of the curriculum continued having slightly paused to allow for the new appointments but it has resulted in the creation of new course books, a revised student Charter, and the trialling of a new assessment process. The Artistic Associate role is seen as a key appointment in helping the school diversify its choices of text, improve the dramaturgical offer to students and help with the creation of a new collaborative framework that builds on the school's ethos of collaboration. The school has also worked on developing a new fundraising strategy which included bringing in a consultant to research and apply for various Trust and Foundations. There was also some restructuring around the administrative team. The Five-Year plan focusses on four key areas Diversifying, Safety, The Student Experience and Curriculum and additional changes this year to help improve these areas include:

- EDI training for staff and students through work with Tonic,
- A comprehensive 24/7 service of support for students (Student Assistance Programme),
- An expansion of the outreach work including developing a new (CPD) programme for teachers and reinstating regional auditions (including Doncaster and Newcastle),
- Introducing new open Wednesday curriculum thread as part of an enrichment type programme,
- New scene study thread that expands and diversifies the choices of text.
- Increased number of performances.
- Introducing new industry practitioners to OSD alongside developing current staff
- Applying and succeeding in gaining funding to improve our bursary provision.

Other changes implemented over the year included the appointment of new trustees, the appointment of new co-chairs, the creation of various new Board Sub-Committees, the updating of various policies, the appointment of new teaching staff (including a continued emphasis on developing new tutors of colour), the creation of new online short courses and rebalancing of the curriculum. Moving forward it's hoped other areas will begin to be addressed around fundraising, rebalancing the curriculum further, improving facilities, introducing a new friend's scheme, improving communication, building awareness of the school, looking at new partnerships, expanding outreach and short courses, and making the school more accessible to more people regardless of background. As the educational landscape is shifting it is hoped through this work the school can build on its reputation but set new priorities to create an even stronger and sustainable future that allow the Trust to continue to provide an outstanding training for a small number of students from diverse backgrounds.

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)

FINANCIAL REVIEW

The charity achieved a surplus of £19,350 in the year. This is made up of £8,981 in unrestricted funds and £10,369 in restricted funds.

Reserves

As at 31 August 2023, the charity's total funds were £1,264,454 of which £55,012 was represented by restricted funds and £254,454 by designated funds (equal to the net book value of the charity's leasehold buildings), leaving a balance of £954,886 on general funds.

The Trustees consider that reserves ideally need to be sufficient to cover expenditure for a period of six months. This would equate to approximately £600,000.

As at 31 August 2023, after having designated funds to represent the investment in the new Theatre and Library/Office Development and for the Barn Development works, there was a balance of £954,886 on general funds. £259,660 of this was represented by the investment in Oxford School of Drama Limited leaving a balance of free reserves of £695,220.

Risk Management Statement

The Trust maintains risk management and other policies as listed in the Annual Return. The Trustees consider the principal risks and uncertainties affecting the charity are:

- Potential future changes in DADA (Dance and Drama Awards) and ALL (Advanced Learner Loan) funding arrangements;
- Recruitment and retention of good quality staff and tutors;
- Issues that may harm's the Charity reputation.

The risk management policy has been expanded to cover the areas of risk recommended by the Charity Commission: governance and management, operational, financial, environment and external, law and regulation compliance. In addition, specific policies cover complaints handling and conflicts of interests. The Company keeps risk management under continual review, and conducts a formal risk review once a year, which is discussed and approved by the Trustees. Major risks are reviewed and assessed, and control systems are established to manage those risks.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources 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;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)


are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and

Each Trustee has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report has been prepared in accordance with the Small Companies Regime under Section 419(2) of the Companies Act 2006.

This report was approved by the Trustees on.....11/04/2024.....


.....
M. Neild (Trustee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
THE OXFORD SCHOOL OF DRAMA TRUST**

Opinion

We have audited the financial statements of The Oxford School of Drama Trust (the "Charity") for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, the Statements of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and Charity's affairs as at 31 August 2023 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE OXFORD SCHOOL OF DRAMA TRUST (CONTINUED)

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the trustees were not entitled to take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement [set out on page 5], the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE OXFORD SCHOOL OF DRAMA TRUST (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
THE OXFORD SCHOOL OF DRAMA TRUST (CONTINUED)**

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity'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 Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Kirtland
Senior Statutory Auditor
for and on behalf of Critchleys Audit LLP
Statutory Auditor
Beaver House, 23-38 Hythe Bridge Street,
Oxford, OX1 2EP

THE OXFORD SCHOOL OF DRAMA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Including Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
INCOME FROM:					
Donations and Legacies		-	98,713	98,713	48,250
Charitable activities					
Drama School	2	1,466,240	-	1,466,240	1,370,885
Investments – interest receivable		<u>12,001</u>	<u>-</u>	<u>12,001</u>	<u>655</u>
Total income		<u>1,478,241</u>	<u>98,713</u>	<u>1,576,954</u>	<u>1,419,790</u>
EXPENDITURE ON;					
Costs of generating funds					
Fundraising costs		24,487	-	24,487	-
Charitable activities:					
Drama School	3	<u>1,479,289</u>	<u>53,828</u>	<u>1,533,117</u>	<u>1,432,408</u>
Total expenditure		<u>1,503,776</u>	<u>53,828</u>	<u>1,557,604</u>	<u>1,432,408</u>
Net income/(expenditure)		(25,535)	44,885	19,350	(12,618)
Transfers between funds	14	<u>34,516</u>	<u>(34,516)</u>	<u>-</u>	<u>-</u>
Net movement on funds		8,981	10,369	19,350	(12,618)
Reconciliation of funds;					
Total funds brought forward		<u>1,213,238</u>	<u>44,643</u>	<u>1,257,881</u>	<u>1,270,499</u>
Total funds carried forward		<u>1,222,219</u>	<u>55,012</u>	<u>1,277,231</u>	<u>1,257,881</u>

THE OXFORD SCHOOL OF DRAMA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Including Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2022 (comparatives)

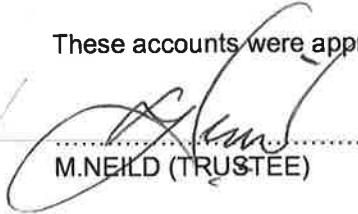
	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
INCOME FROM:				
Donations and Legacies		-	48,250	48,250
Charitable activities				
Drama School	2	1,370,885	-	1,370,885
Investments – interest receivable		<u>655</u>	<u>-</u>	<u>655</u>
Total income		<u>1,371,540</u>	<u>48,250</u>	<u>1,419,790</u>
EXPENDITURE ON;				
Charitable activities:				
Drama School	3	<u>1,368,432</u>	<u>63,976</u>	<u>1,432,408</u>
Total expenditure		<u>1,368,432</u>	<u>63,976</u>	<u>1,432,408</u>
Net income/(expenditure)		3,108	(15,726)	(12,618)
Transfers between funds	14	<u>15,250</u>	<u>(15,250)</u>	<u>-</u>
Net movement on funds		18,358	(30,976)	(12,618)
Reconciliation of funds;				
Total funds brought forward		<u>1,194,880</u>	<u>75,619</u>	<u>1,270,499</u>
Total funds carried forward		<u>1,213,238</u>	<u>44,643</u>	<u>1,257,881</u>

THE OXFORD SCHOOL OF DRAMA TRUST
(company no: 3638842)

BALANCE SHEETS
AS AT 31 AUGUST 2023

	Note	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
FIXED ASSETS					
Intangible assets	6	259,660	-	302,935	-
Investments	7	-	259,660	-	500,000
Tangible assets	8	<u>261,536</u>	<u>261,536</u>	<u>263,220</u>	<u>258,073</u>
		521,196	521,196	566,155	758,073
CURRENT ASSETS					
Debtors	9	64,131	64,131	52,863	203,436
Cash at bank and in hand	10	<u>1,490,908</u>	<u>1,478,131</u>	<u>1,479,766</u>	<u>1,258,737</u>
		1,555,039	1,542,262	1,532,629	1,462,173
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	11	<u>(799,004)</u>	<u>(799,004)</u>	<u>(840,903)</u>	<u>(800,309)</u>
NET CURRENT ASSETS		756,035	743,258	691,726	661,864
NET ASSETS		<u>1,277,231</u>	<u>1,264,454</u>	<u>1,257,881</u>	<u>1,419,937</u>
Funds:					
Unrestricted funds:					
General funds		967,663	954,886	959,940	1,121,996
Designated funds	13	254,556	254,556	253,298	253,298
Restricted funds	14	<u>55,012</u>	<u>55,012</u>	<u>44,643</u>	<u>44,643</u>
		<u>1,277,231</u>	<u>1,264,454</u>	<u>1,257,881</u>	<u>1,419,937</u>

These accounts were approved and authorised for issue by the Trustees on 11/04/2024


M.NEILD (TRUSTEE)

THE OXFORD SCHOOL OF DRAMA TRUST

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2023

	Group 2023	Trust 2023	Group 2022	Trust 2022
	£	£	£	£
Net cash (used in)/provided by operating activities	95,019	308,418	(50,602)	116,947
Cash flows from investing activities				
Purchase of tangible fixed assets	(23,877)	(29,024)	(1,220)	(1,220)
Purchase of subsidiary	<u>(60,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>
Cash (used in) investing activities	(83,877)	(89,024)	(61,220)	(61,220)
(Decrease)/increase in cash and cash equivalents in the year	11,142	219,394	(111,822)	55,727
Cash and cash equivalents at the beginning of the year	<u>1,479,766</u>	<u>1,258,737</u>	<u>1,591,588</u>	<u>1,203,010</u>
Cash and cash equivalents at the end of the year	<u>1,490,908</u>	<u>1,478,131</u>	<u>1,479,766</u>	<u>1,258,737</u>
Cash provided by operating activities:				
Net movement in funds	19,350	(155,483)	(12,618)	49,000
Depreciation	25,561	25,561	24,781	23,787
Amortisation and impairment	43,276	240,340	43,276	-
(Increase)/decrease in debtors	(11,268)	139,305	(7,272)	(136,104)
Increase/(decrease) in creditors	<u>18,100</u>	<u>58,695</u>	<u>(98,698)</u>	<u>180,264</u>
Net cash (used in)/provided by operating activities	<u>95,019</u>	<u>308,418</u>	<u>(50,602)</u>	<u>116,947</u>
Cash and cash equivalents consist of:				
Cash in hand	1,400,818	1,388,041	1,391,955	1,170,926
Notice deposits (less than 1 year)	<u>90,090</u>	<u>90,090</u>	<u>87,811</u>	<u>87,811</u>
	<u>1,490,908</u>	<u>1,478,131</u>	<u>1,479,766</u>	<u>1,258,737</u>

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 AUGUST 2023

1 ACCOUNTING POLICIES

a) General Information

This Company is a Charitable Company Limited by guarantee incorporated in United Kingdom. Oxford School of Drama Trust is a public benefit entity, operating from Sansomes Farm Studios, Woodstock, Oxford, OX20 1ER.

b) Basis of preparation

The accounts have been prepared under the historical cost convention and in accordance with the Charities (Accounts and Reports) Regulations and Statement of Recommended Practice "Accounting and Reporting by Charities" (FRS 102) and the Companies Act 2006. These financial statements have been prepared in accordance with Financial Reporting Standard 102 'The financial Reporting Standard applicable in the UK and Republic of Ireland.

There are no uncertainties about the charity's ability to continue as a going concern.

The consolidated accounts included the result of the Trust and its subsidiary The Oxford School of Drama Limited from the date of acquisition.

No parent company Statement of Financial Activities is presented as permitted by s408 of the Companies Act 2006. The net movement in funds attributable to the parent company before impairment is £(155,483) (2022: £54,796).

c) Income

Income includes fees for courses organised by the Trust, associated fees, and deposit interest. Income is included in the income and expenditure account in the year to which the income relates.

Income received in the year relating to terms starting after the year end is deferred and included as income in the accounts covering the period to which it relates.

d) Expenditure

Expenditure is recognised when a liability is incurred.

Charitable activities include expenditure associated with the running of the courses provided. This includes both the direct costs and support costs relating to this activity.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central function. All of these have been allocated to the principal activity of the charity.

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)

e) Funds structure

The charity has a number of restricted income funds to account for situations where a donor requires that a donation must be spent on a particular purpose or where funds have been raised for a specific purpose.

All other funds are unrestricted income funds. The Trustees have set up the designated funds for the purpose of funding a new theatre, the library/office development and barn development works.

f) Intangible assets and amortisation

Intangible assets are originally recognised as the value of goodwill upon their purchase.

Amortisation is provided to write off the goodwill over its expected useful economic life of 10 years.

g) Fixed Asset Investments

Investments are held at cost less any impairment in value. Following the transfer of trade from the subsidiary company to the Trust impairment has been processed so that the cost less impairment matches the goodwill on consolidation.

h) Tangible fixed assets and depreciation

Depreciation is provided to write off the cost of tangible fixed assets over their expected useful lives at the following rates.

Office equipment	- 25%
Leasehold improvements	- Length of lease

i) Operating leases

Rentals due under operating leases are charged to the Statement of Financial Activities on an accruals basis.

j) Pension Costs

The charity operates a defined contribution pension scheme. Contributions are recognised as an expense when they fall due.

k) Cash and cash equivalents

Cash and cash equivalents includes notice accounts with a maturity of less than one year.

2 INCOME - OPERATION OF DRAMA SCHOOL

	Trust £	Limited £	2023 £	2022 £
Course fees	1,401,027	-	1,401,027	1,296,435
Less: bursaries awarded	(34,516)	-	(34,516)	(24,000)
Audition fees	19,680	-	19,680	20,372
Box office sales	14,266	-	14,266	9,660
Student transport	42,280	-	42,280	42,273
Other income	<u>23,503</u>	-	<u>23,503</u>	<u>26,145</u>
	<u>1,466,240</u>	-	<u>1,466,240</u>	<u>1,370,885</u>

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

3 CHARITABLE ACTIVITIES

	Trust £	Limited £	2023 £	2022 £
Activity: Operation of drama school				
Staff	436,883	-	436,883	395,449
Depreciation	25,561	-	25,561	24,781
Amortisation	43,276	-	43,276	43,276
Direct Costs	714,976	-	714,976	649,322
Support Costs	<u>306,395</u>	<u>6,026</u>	<u>312,421</u>	<u>319,580</u>
	<u>1,527,091</u>	<u>6,026</u>	<u>1,533,117</u>	<u>1,432,408</u>

4 SUPPORT COSTS

	Trust £	Limited £	2023 £	2022 £
Legal and other fees	2,173	-	2,173	25,657
Finance	2,613	3,962	6,575	2,923
General office	19,852	-	19,852	25,534
Premises	274,264	-	274,264	255,771
Governance costs – auditors' remuneration	<u>7,493</u>	<u>2,064</u>	<u>9,557</u>	<u>9,695</u>
	<u>306,395</u>	<u>6,026</u>	<u>312,421</u>	<u>319,580</u>

In addition the auditors received £1,824 (2022: £2,691) for other services.

5 STAFF COSTS (EXCLUDING TUTORS)

	2023 £	2022 £
Salaries and wages	390,262	345,864
Employers national insurance	35,699	33,175
Pension costs	<u>10,922</u>	<u>10,377</u>
	<u>436,883</u>	<u>389,416</u>

The average number of employees during the year was 8 (2022: 9).

	2023 No	2021 No
Number of higher paid employees in bands of:		
£60,001 - £70,000	1	1
£70,001 - £80,000	1	1

The charity's key management personnel remuneration in the year (including employer's national insurance and pension costs) was £163,557 (2022: £156,684).

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

6 INTANGIBLE ASSETS

	Goodwill on consolidation
Cost or valuation	£
At 1 September 2022	<u>432,764</u>
At 31 August 2023	<u>432,764</u>
Amortisation	
At 1 September 2022	129,829
Provided in year	43,275
Disposals	<u>-</u>
At 31 August 2022	<u>173,104</u>
Net book amount	
At 31 August 2023	<u>259,660</u>
At 31 August 2022	<u>302,936</u>

100% of shares in Oxford School of Drama Limited (OSD) were purchased on 13 September 2019 for £360,000 in cash and deferred consideration of £140,000.

The goodwill was calculated as consideration (£500,000) less net assets of OSD at the date of acquisition.

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)

7 INVESTMENTS

Shares in subsidiary undertaking	£
Cost	
At 1 September 2022 and 31 October 2023	<u>500,000</u>
Impairment	
At 1 September 2022	-
Impairment in the year	<u>240,340</u>
At 31 August 2023	<u>259,660</u>
Net book value	
At 31 August 2023	<u>259,660</u>
At 31 August 2022	<u>500,000</u>

The Oxford School of Drama Limited (OSD) is a wholly owned subsidiary (company number: 1973452).

OSD's registered office is:
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

OSD previously undertook the foundation course for Oxford School of Drama during the year but now has minimal activity after the operation of the foundation course was transferred to the Trust.

A summary of its trading results and net assets for the year is shown below.

	2023	2022
	£	£
Profit and loss account		
Turnover	-	365,072
Cost of sales	<u>-</u>	<u>(124,879)</u>
Gross profit	-	240,193
Administrative expenses	(5,191)	(197,159)
Other interest receivable and similar income	1,669	114
Taxation	<u>(835)</u>	<u>(4,156)</u>
Net income for the year	<u>(4,357)</u>	<u>38,992</u>
Balance Sheet		
Fixed assets	-	5,147
Current assets	12,777	226,216
Current liabilities	<u>-</u>	<u>(196,354)</u>
Net assets	<u>12,777</u>	<u>35,009</u>

All income and expenditure for the subsidiary during the year is included within the consolidated statement of financial activities.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

8 TANGIBLE FIXED ASSETS

	Group Short Leasehold Improvements £	Group Fixtures & Equipment £	Group Total £	Trust Short Leasehold Improvements £	Trust Fixtures & Equipment £	Trust Total £
Cost						
At 1 September 2022	1,006,569	45,746	1,052,315	1,001,953	42,842	1,044,795
Additions	19,331	4,546	23,877	23,229	5,795	29,024
Disposals	(718)	(1,655)	(2,373)	-	-	-
At 31 August 2023	<u>1,025,182</u>	<u>48,637</u>	<u>1,073,819</u>	<u>1,025,182</u>	<u>48,637</u>	<u>1,073,819</u>
Depreciation						
At 1 September 2022	749,372	39,723	789,095	748,654	38,068	786,722
Charge for the year	21,972	3,589	25,561	21,972	3,589	25,561
Disposals	(718)	(1,655)	(2,373)	-	-	-
At 31 August 2023	<u>770,626</u>	<u>41,659</u>	<u>812,283</u>	<u>770,626</u>	<u>41,657</u>	<u>812,283</u>
Net book value						
At 31 August 2023	<u>254,556</u>	<u>6,980</u>	<u>261,536</u>	<u>254,556</u>	<u>6,980</u>	<u>261,536</u>
As 31 August 2022	<u>257,197</u>	<u>6,023</u>	<u>263,220</u>	<u>253,298</u>	<u>4,774</u>	<u>258,073</u>

All fixed assets are used in the direct furtherance of the Trust's charitable objects.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

9 DEBTORS

	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
Trade debtors	41,575	41,575	23,755	20,380
Prepayments and accrued income	22,556	22,556	27,296	27,296
Amounts owed by group undertakings	-	-	-	155,760
Other Debtors	-	-	1,812	-
	<u>64,131</u>	<u>64,131</u>	<u>52,863</u>	<u>203,436</u>

10 CASH AT BANK AND IN HAND

	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
Current Account	52,438	41,948	127,029	108,966
Deposits & Cash	<u>1,438,470</u>	<u>1,436,183</u>	<u>1,352,737</u>	<u>1,149,771</u>
	<u>1,490,908</u>	<u>1,478,131</u>	<u>1,479,766</u>	<u>1,258,737</u>

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
Trade creditors	39,206	39,206	13,363	7,811
Other creditors	88,400	88,400	105,704	101,600
Other taxation and social security	9,885	9,885	10,625	10,625
Accruals and deferred income	661,513	661,513	651,211	620,273
Deferred Consideration	-	-	60,000	60,000
	<u>799,004</u>	<u>799,004</u>	<u>840,903</u>	<u>800,309</u>

12 DEFERRED INCOME

	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
Balance as at 1 September 2022	608,157	577,219	568,910	337,126
Amount released to income	(608,157)	(577,219)	(568,910)	(337,126)
Amount deferred in year	<u>630,618</u>	<u>630,618</u>	<u>608,157</u>	<u>577,219</u>
Balance as at 31 August 2023	<u>630,618</u>	<u>630,618</u>	<u>608,157</u>	<u>577,219</u>

Deferred income comprises income in advance for the following year's fees.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

13 DESIGNATED FUNDS

	Leasehold improvements £
Group and Trust	
As at 1 September 2021	247,406
Net expenditure	(21,108)
Transfer from general funds	<u> </u>
As at 1 September 2022	253,298
Net expenditure	(21,970)
Transfer from general funds	<u>23,228</u>
As at 31 August 2023	<u>254,556</u>

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)

14 RESTRICTED FUNDS

Current year

	As at September 2022 £	Income £	Expenditure £	Transfer £	As at August 2023 £
Student Hardship Bursaries	62,165	19,633	(8,699)	(15,516)	57,583
Mhairi Armstrong Bursary Fund	2,383	-	-	-	2,383
A.L.L Bursaries	(19,905)	59,080	(43,129)	-	(3,954)
Garfield Weston Foundation	-	<u>20,000</u>	<u>(2,000)</u>	<u>(19,000)</u>	<u>(1,000)</u>
Total	<u>44,643</u>	<u>98,713</u>	<u>(53,828)</u>	<u>(34,516)</u>	<u>55,012</u>

Previous year

	As at September 2021 £	Income £	Expenditure £	Transfer £	As at August 2022 £
Student Hardship Bursaries	68,187	15,340	(21,962)	600	62,165
Mhairi Armstrong Bursary Fund	2,383	-	-	-	2,383
A.L.L Bursaries	(10,201)	32,910	(42,014)	(600)	(19,905)
Garfield Weston Foundation	<u>15,250</u>	-	-	<u>(15,250)</u>	-
Total	<u>75,619</u>	<u>48,250</u>	<u>(63,976)</u>	<u>(15,250)</u>	<u>44,643</u>

Mhairi Armstrong Bursary fund is monies received to be used for student hardship.

The Hardship Fund is monies received to be used for student hardship.

Advanced Learner Loans – Bursary funds available to those students who have Advanced Learner Loans.

The Garfield Weston Foundation fund is for talented students facing substantial financial hardship.

15 MEMBERS' LIABILITY

The Trust is limited by guarantee and does not have a share capital. The members have undertaken to contribute a sum, not exceeding £1 each, to the assets of the trust in the event of it being wound up.

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)

16 ANALYSIS OF FUNDS BALANCES BETWEEN THE NET ASSETS

<i>Current year</i>	Designated £	General £	Restricted £	Total 2023 £
Group				
Fixed assets	254,556	266,640	-	521,196
Net current assets	-	701,023	55,012	756,035
Creditors: amounts due over 1 year	-	-	-	-
Total	<u>254,556</u>	<u>967,663</u>	<u>55,012</u>	<u>1,277,231</u>
Trust				
Fixed assets	254,556	266,640	-	521,196
Net current assets	-	688,246	55,012	743,258
Creditors: amounts due over 1 year	-	-	-	-
Total	<u>254,556</u>	<u>954,886</u>	<u>55,012</u>	<u>1,264,454</u>
 <i>Prior year</i>	 Designated £	 General £	 Restricted £	 Total 2022 £
Group				
Fixed assets	253,298	312,857	-	566,155
Net current assets	-	647,083	44,643	691,726
Creditors: amounts due over 1 year	-	-	-	-
Total	<u>253,298</u>	<u>959,940</u>	<u>44,643</u>	<u>1,257,881</u>
	Designated £	General £	Restricted £	Total 2022 £
Trust				
Fixed assets	253,298	504,775	-	758,073
Net current assets	-	617,221	44,643	661,864
Creditors: amounts due over 1 year	-	-	-	-
Total	<u>253,298</u>	<u>1,121,996</u>	<u>44,643</u>	<u>1,419,937</u>

17 TRANSACTIONS WITH RELATED PARTIES

As at 31 August 2023, Oxford School of Drama Limited (subsidiary) owed the Trust £nil (2022: £155,760).

A Byam (Trustee) was paid £539 (2022: nil) for professional services provided in the year which is permitted by the charity's Memorandum of Association. No other trustees received any remuneration in either year.

No trustees received any reimbursement of expenses in either year.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2022 (CONTINUED)**

19 COMMITMENTS UNDER OPERATING LEASES

As at 31 August 2023 the total of the future minimum lease payments under non-cancellable operating leases is as follows:

	2023	2022
	Land/Building	Land/Building
	£	£
Not later than one year	194,608	194,608
More than one year and less than five	196,151	390,759
Over five years	<u>-</u>	<u>-</u>
Total	<u>390,759</u>	<u>585,367</u>

Amounts paid in the year by the group under the leases totalled £195,024 (2022: £180,454).

THE OXFORD SCHOOL OF DRAMA TRUST

DETAILED UNRESTRICTED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2023

	2023		2022	
	£	£	£	£
INCOME				
Course fees	1,401,027		944,935	
Audition fees	19,680		15,669	
Box office sales	14,266		9,660	
Student transport	42,280		26,135	
Gift-aid donation from subsidiary	17,875		57,335	
Other income	23,503		24,664	
Interest received	<u>10,331</u>		<u>541</u>	
	<u>1,528,962</u>		<u>1,078,939</u>	
EXPENDITURE				
Cost of generating funds				
Consultancy costs	24,487		-	
	<u>24,487</u>		-	
Charitable activities				
Tutors	283,696		215,352	
Audition costs	29,163		16,560	
Student travel	78,153		53,349	
Venue hire	22,883		13,940	
Production costs	99,303		86,799	
Production marketing	1,318		14,417	
Staff costs	436,882		291,447	
Rent, rates and insurance	210,119		134,225	
Heating and lighting	10,975		8,088	
Marketing	36,931		9,007	
Staff training	9,467		10,781	
Staff travel	5,627		1,770	
Entertaining	307		1,205	
Repairs and maintenance	22,517		13,613	
Cleaning and housekeeping	30,653		20,081	
Bursary costs	17,250		5,000	
Subscription	7,877		5,667	
Bank charges	2,613		2,181	
Short course programmes	1,424		3,859	
Trinity college registration	17,875		15,533	
Depreciation	25,561		23,787	
Miscellaneous office costs	20,056		11,655	
Legal and professional	2,173		14,045	
Other accountancy fees	30,777		18,266	
Outreach costs	2,790		(1,262)	
General expenses	8,695		2,468	
Governance costs (audit & accountancy fee)	7,493		7,130	
Industry research	3,015		-	
Student services and support	<u>4,393</u>		-	
	<u>1,429,986</u>		<u>998,963</u>	
Net expenditure	<u>1,454,473</u>		<u>998,963</u>	
Net movement on unrestricted funds	<u>74,489</u>		<u>79,976</u>	

THE OXFORD SCHOOL OF DRAMA TRUST

ACCOUNTS FOR THE YEAR ENDED

31 AUGUST 2023

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Company No. 3638842

Registered Charity No. 1072770

THE OXFORD SCHOOL OF DRAMA TRUST**GROUP TRUSTEES' REPORT**

This is the Twenty-fifth report of The Oxford School of Drama Trustees and covers the twelve months to 31 August 2023.

REFERENCE AND ADMINISTRATIVE DETAILS

Company number 3638842

Charity number 1072770

Registered Office

Beaver House, 23-38 Hythe Bridge Street, Oxford OX1 2EP.

Bankers

National Westminster Bank PLC, Oxford

Auditors

Critchleys Audit LLP, Beaver House, 23-38 Hythe Bridge Street, Oxford, OX1 2EP

Principal address

Sansomes Farm Studios, Woodstock, Oxford, OX20 1ER

Trustees/Directors

The trustees of the Charity are also the company's directors for the purposes of the Companies Act.

The Trustees, who served throughout the year unless otherwise stated, were:

N Macaluso

A Millman

E Fuller (resigned 8 September 2023)

S Stephens

F Feehan (resigned 4 April 2023)

T Baldwin (resigned 11 December 2023)

A Byam

C A Bradley

F Murray-Fuentes

M Neild

H Dance (appointed 4 April 2023)

G Upton (appointed 4 April 2023)

Principal

Edward Hicks

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Trust is governed by the provisions of its memorandum and articles of association and the accounts comply with current statutory requirements and the Trust's governing document.

The Trustees have the power to appoint additional people as Trustee but any Trustees such appointed shall only hold office until the following Annual General Meeting, where they can seek re-election.

New Trustees are provided with a comprehensive pack of information about The Oxford School of Drama Trust, the content of which conforms to the recommendations of The Charity Commission. This includes: Charity Commission booklet CC3 The Essential Trustee: What you need to know; information on the responsibilities of Trustees; memorandum and articles of association; accounts for last three years incorporating Trustees' reports; minutes of last three board meetings; brief history of the School and chronology of significant events; organisational chart; current school prospectus; schedule of dates for further meetings; biographies of Trustees and dates of appointment; details of contractual obligations; summary of Trust's insurance policies including trustees' liability insurance; details of any litigation presently being undertaken either by or against the Trust; details of charity's professional advisers, including solicitors, bankers, external auditors; policy documents, including Risk Management information, Health and Safety Policy, Equal Opportunities Policy, Disability Equality Policy, Safeguarding Dignity & Respect Policy, Privacy Policy, Environmental Policy, ICT Policy, Disciplinary Policy, Grievance Policy.

The Trustees are in overall control of the Trust and consider strategic issues. Day to day management of the Trust is delegated to the Principal.

Key Management Personnel Remuneration

The pay and remuneration of the charity's key management personnel is re-evaluated annually. Every 3-5 years the Trustees undertake a comparative analysis of the pay and remuneration of the key management personnel in similar organisations as a benchmark.

OBJECTIVES AND ACTIVITIES

The Oxford School of Drama Trust was founded in 1998 as a Company Limited by Guarantee and a registered charity to train students for the acting profession. The School's strategy is to offer an education, as well as vocational training, to students from a wide range of social and educational backgrounds. For this reason it has a policy of limiting the intake of students to the School to ensure a high and constant level of support, both during and after training. The total intake in September 2022 was 88 students. The Trust has committed and highly qualified teaching and administrative staff. The School employs four full-time and four part-time staff and has up to thirty freelance tutors. The School is deemed Grade 1 'outstanding' by Ofsted and 'exemplary' by Trinity College London.

The Trust provides the following courses:

- One Year Diploma in Acting Course
- Three Year Diploma in Acting course
- Six-month Foundation Course in Acting

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)

Public Benefit

The Trustees have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. The School aims to ensure that its courses are open to all regardless of their background through its participation in the Government's Dance and Drama Awards (DaDA) Scheme. The Scheme enables talented students to access financial assistance to attend the Three year and One year courses at the School, provided that they are under the age of 24 and from households with a gross income of less than £90,000. The amount of financial assistance students receive depends on their household income. Those in greatest need (with a household income of less than £21,000) pay nothing towards their course fees and can access a grant to help with their living costs. Those whose household income is £85,000 - £90,000 pay £7,175 for their course fees, a reduction of £10,675 on the published rate. There is a sliding scale of support for students between these two income figures.

Students aged over 18 years who have some fees to pay for their course can also access an Advanced Learning Loan of up to £7,395 towards the course fees.

Additionally, the school has its own bursary provision including specific bursaries earmarked for the Foundation Course aimed at anyone with a household income under £35k. and the One-year Course aimed at anyone over the age of 24 not eligible for Dada with a household income under £35k. These measures along with increasing the available audition waivers are aimed to help remove financial barriers experienced by some applicants and students.

In addition to these schemes the school has its own Hardship Fund for those students experiencing financial difficulties and is currently aiming to expand its bursary provision through increased development and fundraising activity including applications to Trust and Foundations.

The school outreach work has included workshops and Q&A's both online and in person in the form of workshops targeted at under-represented groups. This work is undertaken in partnership with staff, students, and graduate actors. It included live sessions that ranged from, the FDS Training Fair (Leeds) 500+, to NYT-Playing Up (London) 50+. This year we have also held regional auditions in Doncaster and Newcastle. Several smaller activities were also organised both online and in person in the form of presentations at schools and colleges, careers events, Drama groups, open days and workshops for those interested in drama training. As part of a partnership with the National Saturday club we continued to offer free weekly drama classes to local children from low-income families. Then as part of a tour to local schools we offered workshops on Shakespeare. Public performances took place at venues including The North Wall (Oxford), The New Diorama (London), Southwark Playhouse (London), Leicester Square Theatre (London), the local Oxfordshire community and a number of outdoor locations. In total playing to an increased public audience of 3000.

ACHIEVEMENTS AND PERFORMANCE

The graduates from the school have continued to have a successful year working on a range of productions. Theatre credits include To Kill a Mockingbird (West End), Vanya (West End), Lyonesse (West End), Glass Menagerie (West End), Standing At The Sky's Edge (National Theatre), My Brilliant Friend (National Theatre), Home, I'm Darling (National Theatre), Pandemonium (Soho Theatre), The Merchant of Venice 1936 (RSC), Two Palestinians Go Dogging (Royal Court), She Stoops To Conquer (Orange Tree), Arabian Nights (Bristol Old Vic Theatre), and A Mirror (Almeida Theatre) amongst others.

On screen they could be seen as significant or lead characters in Apple TV's Slow Horses, Hijack; Netflix's Queen Charlotte, Shadow and Bone, Umbrella Factory, The Witcher: Blood Origin, The Crown; BBC's The Cleaner, Call the Midwife, Eastenders; ITV's Grantchester, Emmerdale; Sky's Britannia; HBO's Gangs of London; Paramount's Halo; Sarah Pooley's film Women Talking, Ridley Scott's Napoleon.

The graduating Three Year Course within 2 months of graduating

17 out of 20 signed with agents (85%)

18 out of 20 worked professionally or signed with an agent or both (90%)

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)

Students and graduates winning or nominated for awards this year include:

Lizzie Annis Most Promising Newcomer Critics Circle Theatre Awards, Best West End Debut The Stage Awards
 Claire Foy Screen Actors Guild Awards (USA) outstanding performance by a cast in a motion picture, British Independent Film Awards - Best Supporting Performance
 Maimuna Memon Olivier Awards – Actress in a supporting role in a musical
 Aimee Lou Wood wins BAFTA EE Rising Star Award

Yasemin Junqueira (Third Year student) finalist in the Student Spotlight Awards.

Emily Kathryn and Nye Occomore (Third year students) finalists in BBC Carleton Hobbs Award

Activities

The School's Student Hardship Fund continued to support those in financial difficulty. The number of students needing support continues to increase. During the Autumn term and Spring term twenty-six awards were made totalling £6,200.

Plans for the future

There were several key new appointments made over the year including the appointment of a new Head of Acting, a new Head of the Foundation Course and Outreach, and a new Artistic Associate. The continuation of an in-depth review of the curriculum continued having slightly paused to allow for the new appointments but it has resulted in the creation of new course books, a revised student Charter, and the trialling of a new assessment process. The Artistic Associate role is seen as a key appointment in helping the school diversify its choices of text, improve the dramaturgical offer to students and help with the creation of a new collaborative framework that builds on the school's ethos of collaboration. The school has also worked on developing a new fundraising strategy which included bringing in a consultant to research and apply for various Trust and Foundations. There was also some restructuring around the administrative team. The Five-Year plan focusses on four key areas Diversifying, Safety, The Student Experience and Curriculum and additional changes this year to help improve these areas include:

- EDI training for staff and students through work with Tonic,
- A comprehensive 24/7 service of support for students (Student Assistance Programme),
- An expansion of the outreach work including developing a new (CPD) programme for teachers and reinstating regional auditions (including Doncaster and Newcastle),
- Introducing new open Wednesday curriculum thread as part of an enrichment type programme,
- New scene study thread that expands and diversifies the choices of text.
- Increased number of performances.
- Introducing new industry practitioners to OSD alongside developing current staff
- Applying and succeeding in gaining funding to improve our bursary provision.

Other changes implemented over the year included the appointment of new trustees, the appointment of new co-chairs, the creation of various new Board Sub-Committees, the updating of various policies, the appointment of new teaching staff (including a continued emphasis on developing new tutors of colour), the creation of new online short courses and rebalancing of the curriculum. Moving forward it's hoped other areas will begin to be addressed around fundraising, rebalancing the curriculum further, improving facilities, introducing a new friend's scheme, improving communication, building awareness of the school, looking at new partnerships, expanding outreach and short courses, and making the school more accessible to more people regardless of background. As the educational landscape is shifting it is hoped through this work the school can build on its reputation but set new priorities to create an even stronger and sustainable future that allow the Trust to continue to provide an outstanding training for a small number of students from diverse backgrounds.

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)

FINANCIAL REVIEW

The charity achieved a surplus of £19,350 in the year. This is made up of £8,981 in unrestricted funds and £10,369 in restricted funds.

Reserves

As at 31 August 2023, the charity's total funds were £1,264,454 of which £55,012 was represented by restricted funds and £254,454 by designated funds (equal to the net book value of the charity's leasehold buildings), leaving a balance of £954,886 on general funds.

The Trustees consider that reserves ideally need to be sufficient to cover expenditure for a period of six months. This would equate to approximately £600,000.

As at 31 August 2023, after having designated funds to represent the investment in the new Theatre and Library/Office Development and for the Barn Development works, there was a balance of £954,886 on general funds. £259,660 of this was represented by the investment in Oxford School of Drama Limited leaving a balance of free reserves of £695,220.

Risk Management Statement

The Trust maintains risk management and other policies as listed in the Annual Return. The Trustees consider the principal risks and uncertainties affecting the charity are:

- Potential future changes in DADA (Dance and Drama Awards) and ALL (Advanced Learner Loan) funding arrangements;
- Recruitment and retention of good quality staff and tutors;
- Issues that may harm's the Charity reputation.

The risk management policy has been expanded to cover the areas of risk recommended by the Charity Commission: governance and management, operational, financial, environment and external, law and regulation compliance. In addition, specific policies cover complaints handling and conflicts of interests. The Company keeps risk management under continual review, and conducts a formal risk review once a year, which is discussed and approved by the Trustees. Major risks are reviewed and assessed, and control systems are established to manage those risks.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources 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;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They

THE OXFORD SCHOOL OF DRAMA TRUST

GROUP TRUSTEES' REPORT (CONTINUED)


are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and

Each Trustee has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report has been prepared in accordance with the Small Companies Regime under Section 419(2) of the Companies Act 2006.

This report was approved by the Trustees on.....11/04/2024.....


.....
M. Neild (Trustee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
THE OXFORD SCHOOL OF DRAMA TRUST**

Opinion

We have audited the financial statements of The Oxford School of Drama Trust (the "Charity") for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities, Balance Sheets, the Statements of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and Charity's affairs as at 31 August 2023 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE OXFORD SCHOOL OF DRAMA TRUST (CONTINUED)

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.
- the trustees were not entitled to take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement [set out on page 5], the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE OXFORD SCHOOL OF DRAMA TRUST (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
THE OXFORD SCHOOL OF DRAMA TRUST (CONTINUED)**

- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Charity'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 Charity'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 Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Kirtland
Senior Statutory Auditor
for and on behalf of Critchleys Audit LLP
Statutory Auditor
Beaver House, 23-38 Hythe Bridge Street,
Oxford, OX1 2EP

THE OXFORD SCHOOL OF DRAMA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Including Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
INCOME FROM:					
Donations and Legacies		-	98,713	98,713	48,250
Charitable activities					
Drama School	2	1,466,240	-	1,466,240	1,370,885
Investments – interest receivable		<u>12,001</u>	<u>-</u>	<u>12,001</u>	<u>655</u>
Total income		<u>1,478,241</u>	<u>98,713</u>	<u>1,576,954</u>	<u>1,419,790</u>
EXPENDITURE ON;					
Costs of generating funds					
Fundraising costs		24,487	-	24,487	-
Charitable activities:					
Drama School	3	<u>1,479,289</u>	<u>53,828</u>	<u>1,533,117</u>	<u>1,432,408</u>
Total expenditure		<u>1,503,776</u>	<u>53,828</u>	<u>1,557,604</u>	<u>1,432,408</u>
Net income/(expenditure)		(25,535)	44,885	19,350	(12,618)
Transfers between funds	14	<u>34,516</u>	<u>(34,516)</u>	<u>-</u>	<u>-</u>
Net movement on funds		8,981	10,369	19,350	(12,618)
Reconciliation of funds;					
Total funds brought forward		<u>1,213,238</u>	<u>44,643</u>	<u>1,257,881</u>	<u>1,270,499</u>
Total funds carried forward		<u>1,222,219</u>	<u>55,012</u>	<u>1,277,231</u>	<u>1,257,881</u>

THE OXFORD SCHOOL OF DRAMA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Including Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2022 (comparatives)

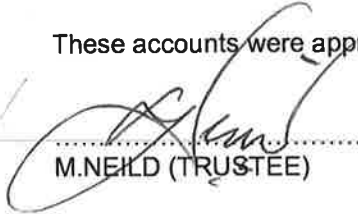
	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
INCOME FROM:				
Donations and Legacies		-	48,250	48,250
Charitable activities				
Drama School	2	1,370,885	-	1,370,885
Investments – interest receivable		<u>655</u>	<u>-</u>	<u>655</u>
Total income		<u>1,371,540</u>	<u>48,250</u>	<u>1,419,790</u>
EXPENDITURE ON;				
Charitable activities:				
Drama School	3	<u>1,368,432</u>	<u>63,976</u>	<u>1,432,408</u>
Total expenditure		<u>1,368,432</u>	<u>63,976</u>	<u>1,432,408</u>
Net income/(expenditure)		3,108	(15,726)	(12,618)
Transfers between funds	14	<u>15,250</u>	<u>(15,250)</u>	<u>-</u>
Net movement on funds		18,358	(30,976)	(12,618)
Reconciliation of funds;				
Total funds brought forward		<u>1,194,880</u>	<u>75,619</u>	<u>1,270,499</u>
Total funds carried forward		<u>1,213,238</u>	<u>44,643</u>	<u>1,257,881</u>

THE OXFORD SCHOOL OF DRAMA TRUST
(company no: 3638842)

BALANCE SHEETS
AS AT 31 AUGUST 2023

	Note	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
FIXED ASSETS					
Intangible assets	6	259,660	-	302,935	-
Investments	7	-	259,660	-	500,000
Tangible assets	8	<u>261,536</u>	<u>261,536</u>	<u>263,220</u>	<u>258,073</u>
		521,196	521,196	566,155	758,073
CURRENT ASSETS					
Debtors	9	64,131	64,131	52,863	203,436
Cash at bank and in hand	10	<u>1,490,908</u>	<u>1,478,131</u>	<u>1,479,766</u>	<u>1,258,737</u>
		1,555,039	1,542,262	1,532,629	1,462,173
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	11	<u>(799,004)</u>	<u>(799,004)</u>	<u>(840,903)</u>	<u>(800,309)</u>
NET CURRENT ASSETS		756,035	743,258	691,726	661,864
NET ASSETS		<u>1,277,231</u>	<u>1,264,454</u>	<u>1,257,881</u>	<u>1,419,937</u>
Funds:					
Unrestricted funds:					
General funds		967,663	954,886	959,940	1,121,996
Designated funds	13	254,556	254,556	253,298	253,298
Restricted funds	14	<u>55,012</u>	<u>55,012</u>	<u>44,643</u>	<u>44,643</u>
		<u>1,277,231</u>	<u>1,264,454</u>	<u>1,257,881</u>	<u>1,419,937</u>

These accounts were approved and authorised for issue by the Trustees on 11/04/2024


M.NEILD (TRUSTEE)

THE OXFORD SCHOOL OF DRAMA TRUST

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2023

	Group 2023	Trust 2023	Group 2022	Trust 2022
	£	£	£	£
Net cash (used in)/provided by operating activities	95,019	308,418	(50,602)	116,947
Cash flows from investing activities				
Purchase of tangible fixed assets	(23,877)	(29,024)	(1,220)	(1,220)
Purchase of subsidiary	<u>(60,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>
Cash (used in) investing activities	(83,877)	(89,024)	(61,220)	(61,220)
(Decrease)/increase in cash and cash equivalents in the year	11,142	219,394	(111,822)	55,727
Cash and cash equivalents at the beginning of the year	<u>1,479,766</u>	<u>1,258,737</u>	<u>1,591,588</u>	<u>1,203,010</u>
Cash and cash equivalents at the end of the year	<u>1,490,908</u>	<u>1,478,131</u>	<u>1,479,766</u>	<u>1,258,737</u>
Cash provided by operating activities:				
Net movement in funds	19,350	(155,483)	(12,618)	49,000
Depreciation	25,561	25,561	24,781	23,787
Amortisation and impairment	43,276	240,340	43,276	-
(Increase)/decrease in debtors	(11,268)	139,305	(7,272)	(136,104)
Increase/(decrease) in creditors	<u>18,100</u>	<u>58,695</u>	<u>(98,698)</u>	<u>180,264</u>
Net cash (used in)/provided by operating activities	<u>95,019</u>	<u>308,418</u>	<u>(50,602)</u>	<u>116,947</u>
Cash and cash equivalents consist of:				
Cash in hand	1,400,818	1,388,041	1,391,955	1,170,926
Notice deposits (less than 1 year)	<u>90,090</u>	<u>90,090</u>	<u>87,811</u>	<u>87,811</u>
	<u>1,490,908</u>	<u>1,478,131</u>	<u>1,479,766</u>	<u>1,258,737</u>

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 AUGUST 2023

1 ACCOUNTING POLICIES

a) General Information

This Company is a Charitable Company Limited by guarantee incorporated in United Kingdom. Oxford School of Drama Trust is a public benefit entity, operating from Sansomes Farm Studios, Woodstock, Oxford, OX20 1ER.

b) Basis of preparation

The accounts have been prepared under the historical cost convention and in accordance with the Charities (Accounts and Reports) Regulations and Statement of Recommended Practice "Accounting and Reporting by Charities" (FRS 102) and the Companies Act 2006. These financial statements have been prepared in accordance with Financial Reporting Standard 102 'The financial Reporting Standard applicable in the UK and Republic of Ireland.

There are no uncertainties about the charity's ability to continue as a going concern.

The consolidated accounts included the result of the Trust and its subsidiary The Oxford School of Drama Limited from the date of acquisition.

No parent company Statement of Financial Activities is presented as permitted by s408 of the Companies Act 2006. The net movement in funds attributable to the parent company before impairment is £(155,483) (2022: £54,796).

c) Income

Income includes fees for courses organised by the Trust, associated fees, and deposit interest. Income is included in the income and expenditure account in the year to which the income relates.

Income received in the year relating to terms starting after the year end is deferred and included as income in the accounts covering the period to which it relates.

d) Expenditure

Expenditure is recognised when a liability is incurred.

Charitable activities include expenditure associated with the running of the courses provided. This includes both the direct costs and support costs relating to this activity.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central function. All of these have been allocated to the principal activity of the charity.

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)

e) Funds structure

The charity has a number of restricted income funds to account for situations where a donor requires that a donation must be spent on a particular purpose or where funds have been raised for a specific purpose.

All other funds are unrestricted income funds. The Trustees have set up the designated funds for the purpose of funding a new theatre, the library/office development and barn development works.

f) Intangible assets and amortisation

Intangible assets are originally recognised as the value of goodwill upon their purchase.

Amortisation is provided to write off the goodwill over its expected useful economic life of 10 years.

g) Fixed Asset Investments

Investments are held at cost less any impairment in value. Following the transfer of trade from the subsidiary company to the Trust impairment has been processed so that the cost less impairment matches the goodwill on consolidation.

h) Tangible fixed assets and depreciation

Depreciation is provided to write off the cost of tangible fixed assets over their expected useful lives at the following rates.

Office equipment	- 25%
Leasehold improvements	- Length of lease

i) Operating leases

Rentals due under operating leases are charged to the Statement of Financial Activities on an accruals basis.

j) Pension Costs

The charity operates a defined contribution pension scheme. Contributions are recognised as an expense when they fall due.

k) Cash and cash equivalents

Cash and cash equivalents includes notice accounts with a maturity of less than one year.

2 INCOME - OPERATION OF DRAMA SCHOOL

	Trust £	Limited £	2023 £	2022 £
Course fees	1,401,027	-	1,401,027	1,296,435
Less: bursaries awarded	(34,516)	-	(34,516)	(24,000)
Audition fees	19,680	-	19,680	20,372
Box office sales	14,266	-	14,266	9,660
Student transport	42,280	-	42,280	42,273
Other income	<u>23,503</u>	-	<u>23,503</u>	<u>26,145</u>
	<u>1,466,240</u>	-	<u>1,466,240</u>	<u>1,370,885</u>

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

3 CHARITABLE ACTIVITIES

	Trust £	Limited £	2023 £	2022 £
Activity: Operation of drama school				
Staff	436,883	-	436,883	395,449
Depreciation	25,561	-	25,561	24,781
Amortisation	43,276	-	43,276	43,276
Direct Costs	714,976	-	714,976	649,322
Support Costs	<u>306,395</u>	<u>6,026</u>	<u>312,421</u>	<u>319,580</u>
	<u>1,527,091</u>	<u>6,026</u>	<u>1,533,117</u>	<u>1,432,408</u>

4 SUPPORT COSTS

	Trust £	Limited £	2023 £	2022 £
Legal and other fees	2,173	-	2,173	25,657
Finance	2,613	3,962	6,575	2,923
General office	19,852	-	19,852	25,534
Premises	274,264	-	274,264	255,771
Governance costs – auditors' remuneration	<u>7,493</u>	<u>2,064</u>	<u>9,557</u>	<u>9,695</u>
	<u>306,395</u>	<u>6,026</u>	<u>312,421</u>	<u>319,580</u>

In addition the auditors received £1,824 (2022: £2,691) for other services.

5 STAFF COSTS (EXCLUDING TUTORS)

	2023 £	2022 £
Salaries and wages	390,262	345,864
Employers national insurance	35,699	33,175
Pension costs	<u>10,922</u>	<u>10,377</u>
	<u>436,883</u>	<u>389,416</u>

The average number of employees during the year was 8 (2022: 9).

	2023 No	2021 No
Number of higher paid employees in bands of:		
£60,001 - £70,000	1	1
£70,001 - £80,000	1	1

The charity's key management personnel remuneration in the year (including employer's national insurance and pension costs) was £163,557 (2022: £156,684).

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)

6 INTANGIBLE ASSETS

	Goodwill on consolidation
Cost or valuation	£
At 1 September 2022	<u>432,764</u>
At 31 August 2023	<u>432,764</u>
Amortisation	
At 1 September 2022	129,829
Provided in year	43,275
Disposals	<u>-</u>
At 31 August 2022	<u>173,104</u>
Net book amount	
At 31 August 2023	<u>259,660</u>
At 31 August 2022	<u>302,936</u>

100% of shares in Oxford School of Drama Limited (OSD) were purchased on 13 September 2019 for £360,000 in cash and deferred consideration of £140,000.

The goodwill was calculated as consideration (£500,000) less net assets of OSD at the date of acquisition.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

7 INVESTMENTS

Shares in subsidiary undertaking	£
Cost	
At 1 September 2022 and 31 October 2023	<u>500,000</u>
Impairment	
At 1 September 2022	-
Impairment in the year	<u>240,340</u>
At 31 August 2023	<u>259,660</u>
Net book value	
At 31 August 2023	<u>259,660</u>
At 31 August 2022	<u>500,000</u>

The Oxford School of Drama Limited (OSD) is a wholly owned subsidiary (company number: 1973452).

OSD's registered office is:
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

OSD previously undertook the foundation course for Oxford School of Drama during the year but now has minimal activity after the operation of the foundation course was transferred to the Trust.

A summary of its trading results and net assets for the year is shown below.

	2023	2022
	£	£
Profit and loss account		
Turnover	-	365,072
Cost of sales	<u>-</u>	<u>(124,879)</u>
Gross profit	-	240,193
Administrative expenses	(5,191)	(197,159)
Other interest receivable and similar income	1,669	114
Taxation	<u>(835)</u>	<u>(4,156)</u>
Net income for the year	<u>(4,357)</u>	<u>38,992</u>
Balance Sheet		
Fixed assets	-	5,147
Current assets	12,777	226,216
Current liabilities	<u>-</u>	<u>(196,354)</u>
Net assets	<u>12,777</u>	<u>35,009</u>

All income and expenditure for the subsidiary during the year is included within the consolidated statement of financial activities.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

8 TANGIBLE FIXED ASSETS

	Group Short Leasehold Improvements £	Group Fixtures & Equipment £	Group Total £	Trust Short Leasehold Improvements £	Trust Fixtures & Equipment £	Trust Total £
Cost						
At 1 September 2022	1,006,569	45,746	1,052,315	1,001,953	42,842	1,044,795
Additions	19,331	4,546	23,877	23,229	5,795	29,024
Disposals	(718)	(1,655)	(2,373)	-	-	-
At 31 August 2023	<u>1,025,182</u>	<u>48,637</u>	<u>1,073,819</u>	<u>1,025,182</u>	<u>48,637</u>	<u>1,073,819</u>
Depreciation						
At 1 September 2022	749,372	39,723	789,095	748,654	38,068	786,722
Charge for the year	21,972	3,589	25,561	21,972	3,589	25,561
Disposals	(718)	(1,655)	(2,373)	-	-	-
At 31 August 2023	<u>770,626</u>	<u>41,659</u>	<u>812,283</u>	<u>770,626</u>	<u>41,657</u>	<u>812,283</u>
Net book value						
At 31 August 2023	<u>254,556</u>	<u>6,980</u>	<u>261,536</u>	<u>254,556</u>	<u>6,980</u>	<u>261,536</u>
As 31 August 2022	<u>257,197</u>	<u>6,023</u>	<u>263,220</u>	<u>253,298</u>	<u>4,774</u>	<u>258,073</u>

All fixed assets are used in the direct furtherance of the Trust's charitable objects.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

9 DEBTORS

	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
Trade debtors	41,575	41,575	23,755	20,380
Prepayments and accrued income	22,556	22,556	27,296	27,296
Amounts owed by group undertakings	-	-	-	155,760
Other Debtors	-	-	1,812	-
	<u>64,131</u>	<u>64,131</u>	<u>52,863</u>	<u>203,436</u>

10 CASH AT BANK AND IN HAND

	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
Current Account	52,438	41,948	127,029	108,966
Deposits & Cash	<u>1,438,470</u>	<u>1,436,183</u>	<u>1,352,737</u>	<u>1,149,771</u>
	<u>1,490,908</u>	<u>1,478,131</u>	<u>1,479,766</u>	<u>1,258,737</u>

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
Trade creditors	39,206	39,206	13,363	7,811
Other creditors	88,400	88,400	105,704	101,600
Other taxation and social security	9,885	9,885	10,625	10,625
Accruals and deferred income	661,513	661,513	651,211	620,273
Deferred Consideration	-	-	60,000	60,000
	<u>799,004</u>	<u>799,004</u>	<u>840,903</u>	<u>800,309</u>

12 DEFERRED INCOME

	Group 2023 £	Trust 2023 £	Group 2022 £	Trust 2022 £
Balance as at 1 September 2022	608,157	577,219	568,910	337,126
Amount released to income	(608,157)	(577,219)	(568,910)	(337,126)
Amount deferred in year	<u>630,618</u>	<u>630,618</u>	<u>608,157</u>	<u>577,219</u>
Balance as at 31 August 2023	<u>630,618</u>	<u>630,618</u>	<u>608,157</u>	<u>577,219</u>

Deferred income comprises income in advance for the following year's fees.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

13 DESIGNATED FUNDS

	Leasehold improvements £
Group and Trust	
As at 1 September 2021	247,406
Net expenditure	(21,108)
Transfer from general funds	<u> </u>
As at 1 September 2022	253,298
Net expenditure	(21,970)
Transfer from general funds	<u>23,228</u>
As at 31 August 2023	<u>254,556</u>

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

14 RESTRICTED FUNDS**Current year**

	As at September 2022 £	Income £	Expenditure £	Transfer £	As at August 2023 £
Student Hardship Bursaries	62,165	19,633	(8,699)	(15,516)	57,583
Mhairi Armstrong Bursary Fund	2,383	-	-	-	2,383
A.L.L Bursaries	(19,905)	59,080	(43,129)	-	(3,954)
Garfield Weston Foundation	<u>-</u>	<u>20,000</u>	<u>(2,000)</u>	<u>(19,000)</u>	<u>(1,000)</u>
Total	<u>44,643</u>	<u>98,713</u>	<u>(53,828)</u>	<u>(34,516)</u>	<u>55,012</u>

Previous year

	As at September 2021 £	Income £	Expenditure £	Transfer £	As at August 2022 £
Student Hardship Bursaries	68,187	15,340	(21,962)	600	62,165
Mhairi Armstrong Bursary Fund	2,383	-	-	-	2,383
A.L.L Bursaries	(10,201)	32,910	(42,014)	(600)	(19,905)
Garfield Weston Foundation	<u>15,250</u>	<u>-</u>	<u>-</u>	<u>(15,250)</u>	<u>-</u>
Total	<u>75,619</u>	<u>48,250</u>	<u>(63,976)</u>	<u>(15,250)</u>	<u>44,643</u>

Mhairi Armstrong Bursary fund is monies received to be used for student hardship.

The Hardship Fund is monies received to be used for student hardship.

Advanced Learner Loans – Bursary funds available to those students who have Advanced Learner Loans.

The Garfield Weston Foundation fund is for talented students facing substantial financial hardship.

15 MEMBERS' LIABILITY

The Trust is limited by guarantee and does not have a share capital. The members have undertaken to contribute a sum, not exceeding £1 each, to the assets of the trust in the event of it being wound up.

THE OXFORD SCHOOL OF DRAMA TRUST

NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)

16 ANALYSIS OF FUNDS BALANCES BETWEEN THE NET ASSETS

<i>Current year</i>	Designated £	General £	Restricted £	Total 2023 £
Group				
Fixed assets	254,556	266,640	-	521,196
Net current assets	-	701,023	55,012	756,035
Creditors: amounts due over 1 year	-	-	-	-
Total	<u>254,556</u>	<u>967,663</u>	<u>55,012</u>	<u>1,277,231</u>
Trust				
Fixed assets	254,556	266,640	-	521,196
Net current assets	-	688,246	55,012	743,258
Creditors: amounts due over 1 year	-	-	-	-
Total	<u>254,556</u>	<u>954,886</u>	<u>55,012</u>	<u>1,264,454</u>
 <i>Prior year</i>	 Designated £	 General £	 Restricted £	 Total 2022 £
Group				
Fixed assets	253,298	312,857	-	566,155
Net current assets	-	647,083	44,643	691,726
Creditors: amounts due over 1 year	-	-	-	-
Total	<u>253,298</u>	<u>959,940</u>	<u>44,643</u>	<u>1,257,881</u>
	Designated £	General £	Restricted £	Total 2022 £
Trust				
Fixed assets	253,298	504,775	-	758,073
Net current assets	-	617,221	44,643	661,864
Creditors: amounts due over 1 year	-	-	-	-
Total	<u>253,298</u>	<u>1,121,996</u>	<u>44,643</u>	<u>1,419,937</u>

17 TRANSACTIONS WITH RELATED PARTIES

As at 31 August 2023, Oxford School of Drama Limited (subsidiary) owed the Trust £nil (2022: £155,760).

A Byam (Trustee) was paid £539 (2022: nil) for professional services provided in the year which is permitted by the charity's Memorandum of Association. No other trustees received any remuneration in either year.

No trustees received any reimbursement of expenses in either year.

THE OXFORD SCHOOL OF DRAMA TRUST

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2022 (CONTINUED)**

19 COMMITMENTS UNDER OPERATING LEASES

As at 31 August 2023 the total of the future minimum lease payments under non-cancellable operating leases is as follows:

	2023	2022
	Land/Building	Land/Building
	£	£
Not later than one year	194,608	194,608
More than one year and less than five	196,151	390,759
Over five years	<u>-</u>	<u>-</u>
Total	<u>390,759</u>	<u>585,367</u>

Amounts paid in the year by the group under the leases totalled £195,024 (2022: £180,454).

THE OXFORD SCHOOL OF DRAMA TRUST

DETAILED UNRESTRICTED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2023

	2023		2022	
	£	£	£	£
INCOME				
Course fees	1,401,027		944,935	
Audition fees	19,680		15,669	
Box office sales	14,266		9,660	
Student transport	42,280		26,135	
Gift-aid donation from subsidiary	17,875		57,335	
Other income	23,503		24,664	
Interest received	<u>10,331</u>		<u>541</u>	
	<u>1,528,962</u>		<u>1,078,939</u>	
EXPENDITURE				
Cost of generating funds				
Consultancy costs	24,487		-	
	<u>24,487</u>		-	
Charitable activities				
Tutors	283,696		215,352	
Audition costs	29,163		16,560	
Student travel	78,153		53,349	
Venue hire	22,883		13,940	
Production costs	99,303		86,799	
Production marketing	1,318		14,417	
Staff costs	436,882		291,447	
Rent, rates and insurance	210,119		134,225	
Heating and lighting	10,975		8,088	
Marketing	36,931		9,007	
Staff training	9,467		10,781	
Staff travel	5,627		1,770	
Entertaining	307		1,205	
Repairs and maintenance	22,517		13,613	
Cleaning and housekeeping	30,653		20,081	
Bursary costs	17,250		5,000	
Subscription	7,877		5,667	
Bank charges	2,613		2,181	
Short course programmes	1,424		3,859	
Trinity college registration	17,875		15,533	
Depreciation	25,561		23,787	
Miscellaneous office costs	20,056		11,655	
Legal and professional	2,173		14,045	
Other accountancy fees	30,777		18,266	
Outreach costs	2,790		(1,262)	
General expenses	8,695		2,468	
Governance costs (audit & accountancy fee)	7,493		7,130	
Industry research	3,015		-	
Student services and support	<u>4,393</u>		-	
	<u>1,429,986</u>		<u>998,963</u>	
Net expenditure	<u>1,454,473</u>		<u>998,963</u>	
Net movement on unrestricted funds	<u>74,489</u>		<u>79,976</u>	

Management letter to the Board of Trustees of Oxford School of Drama

Year ended 31 August 2023

March 2024

Critchleys Audit LLP
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

T 01865 261100
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Introduction

Purpose of the document

In accordance with our normal practice and the International Standards on Auditing (UK) 260, we are writing to draw your attention to various matters which arose during the course of our audit of your financial statements for the year ended 31 August 2023.

This letter includes an executive summary of the key findings below which are supported by the detailed sections thereafter.

The purpose of the audit is to enable us to express an opinion on the financial statements. Our audit included consideration of internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal controls. The matters reported are limited to those deficiencies that the auditor has identified during the audit and that the auditor has concluded are of sufficient importance to merit being reported to those charged with governance.

Our audit included obtaining sufficient and appropriate audit evidence to support our opinion. We use a variety of audit techniques to obtain audit evidence, including tests of design of controls; analytical review; verification of specific transactions and balances; and third party verification. We also assessed the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

Our audit involved a risk-based approach and included an examination of evidence on a sample basis. Because of the sample nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system, there is an unavoidable risk that some errors and material misstatements may remain undiscovered. Any errors and irregularity identified have been included within this report.

Acknowledgements

We would also like to take this opportunity of expressing our thanks to your staff for their assistance during the course of our audit and with the accounts preparation. A substantial amount of preparation work was required in order to be fully ready for the audit and we appreciate the efforts of the Sue Hadland, David Hadland and Liz Wilson.

Limitations

Please note that this report has been prepared for the sole use of Oxford School of Drama Trust and it must not be disclosed to third parties, quoted or referred to, without our prior written consent. No responsibility is assumed by us to any other person or entity.

Executive Summary

We are pleased to attach our report and our key findings are summarised below.

- Audit report outcomes - unmodified Page 10.
- The number of audit adjustments identified and their impact. Page 6.
- The number of potential control weaknesses identified and their significance. Page 8.
- Any other matters of significance to be raised. Page 10.
- Any specific points within the proposed letter of representation. Page 10.

Further assistance

Should Members of the Board of Trustees or management wish to ask any questions regarding the matters raised in this letter or if we can be of any further assistance, please contact Robert Kirtland.

Robert Kirtland FCA Audit Partner

Email

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01865 261100

Website

Find out more about Robert Kirtland by watching his introductory video on www.critchleys.co.uk/Experts/Robert



Audit Status

Our audit is substantially complete. There have been no significant changes to our audit plan, dated 9 January 2024.

Areas of Audit Focus

As detailed in our audit plan, dated 5 January 2023, we identified the following significant risk areas during our audit planning and have included a brief summary of the work carried out and our findings below.

	Risk area	Work carried out	Conclusion
1.	Fraud in relation to revenue recognition	Income was tested via proof-in-totals, as well as a sample testing. Additionally, cut-off was checked via an after date review.	No issues were noted during testing that was undertaken.
2.	Undisclosed related party transactions	The nominal ledger provided was analysed to ensure that all potential related party transactions were adequately disclosed.	£539 of payments to Trustee for services provided were identified (now disclosed). No issues were noted during testing that was undertaken.
3.	Potential for management override of controls	Walkthrough tests were undertaken to ensure that controls were in place as expected. Journals were assessed for any unusual activity. Impairment adjusted (against Limited company investment cost) reviewed.	No issues were noted during testing that was undertaken.
4.	Debtors reduced to remove 2023/24 fees in advance that had not been paid as at the year end	Trade debtors and deferred income was reviewed and any corresponding income was removed from both areas of the accounts.	No issues were noted. Adjustment was presentational and had no effect on net assets or the surplus in the accounts.
5.	Allocation of income or expenditure to restricted or designated funds	Fund workings were checked to nominal ledger to ensure allocations were correct.	No issues were noted during testing that was undertaken.

Our audit procedures go beyond the above higher risk areas to cover material areas of the financial statements. No issues were noted during the procedures.

Audit differences

In the normal course of an audit, we can identify misstatements in the financial data provided to us at the start of the audit. Where individual errors or their aggregation exceed our materiality level of £39,768 we are required to modify our audit report if they are not adjusted in the final financial statements. For the interest of Board of Trustees and management, we have summarised both the errors that have been corrected and those that have not.

In accordance with ICAEW guidance on triviality limits for audit, we report all items exceeding 5% of the materiality, which for this year is £1,988.

Trust:

Summary of adjusted differences from draft numbers provided by management

No.	Description of error	Impact on SOFA	Impact on Balance sheet
		(£)	(£)
1.	Presentational – removal of amounts within deferred income and trade debtors	-	-
2.	Reallocate fundraising costs posted directly to reserves	24,487	(24,487)
TOTAL		-	-

Summary of unadjusted differences in the final financial statements for approval

No.	Description of error	Impact on SOFA	Impact on Balance sheet	Reason for not amending
		(£)	(£)	
None.				
TOTAL				

Potential Control Weaknesses

Your management is responsible for identification, assessment and monitoring of risk, and for developing, operating and monitoring the systems of internal control. Our audit procedures are designed primarily for the purpose of expressing an opinion on the financial statements and therefore do not constitute a full and detailed review of all aspects of the systems and controls and therefore cannot be relied upon to identify all actual and potential weaknesses. We have included a summary of the issues that we have identified below.

Matters arisen in previous years

Observation	Implications & risk	Recommendation	Management response
The declaration of interests form does not ask for a list of close family members.	There is a risk that some related parties are not identified, which may mean Trustees have a conflict of interest that is unknown and could mean that related party transactions disclosures in the financial statements could be materially misstated.	It is recommended that the declaration of interests forms are updated again this year and include a list of close family members.	
2023 update: The form asks for "Any interests of family members that may be considered to be a potential conflict of interest." None were noted. If a full list of close family is not to be provided then Trustees need to continue to consider their response to this question, erring on the side of disclosing item, particularly if close family are involved in profession or businesses of the type that the charity could potentially work with in the future.			
During related parties testing, it was noted that additional interests were identified from Companies House that were not noted on 3 Trustees' declaration of interests.	There is a risk that some related parties are not identified, which may mean Trustees have a conflict of interest that is unknown and could mean that related party transactions disclosures in the financial statements could be materially misstated.	It is recommended that checks, such as looking on Companies House or Charity Commission, are undertaken on declarations to ensure they are complete. Trustees to be reminded to ensure all interests are listed	
2023 update: This point is maintained			

Observation	Implications & risk	Recommendation	Management response
We note that no pay rise letters are being kept. Pay rises are confirmed via a Sub-Committee meeting. However, no records are kept of the employees' current and new salaries. The percentage increases are communicated to employees verbally.	There is a risk that potential claims could be made if there are disputes about when the pay rise was communicated with employees, if there is no physical evidence to trace.	We recommend that pay rises are communicated via email or a pay rise letter, which includes the increased salary and the date this will become effective.	
2023: We have observed no pay rise letter to staff in the current year. Summary of end pay maintained by management.			

New matters arising in this year

Observation	Implications & risk	Recommendation	Management response
Nothing new in the current year.			



Proposed Letter of Representation

In accordance with standard practice for such an audit and based on the work carried out to date, we will ask the Board of Trustees to approve and sign the attached letter of representation to accompany the signed final financial statements. We draw your attention to the specific representations contained within point 9, otherwise the letter is routine.

Other audit matters

Detailed comments on the financial statements and audit opinion

Based upon our work carried out to date, and subject to no significant events occurring prior to the signing of the audit report, we anticipate issuing an unmodified audit report in your statutory financial statements.

Qualitative aspects of accounting practices

We have no comments to make concerning the qualitative aspects of the Oxford School of Drama Trust's accounting practices and financial reporting, including accounting policies, accounting estimates and financial statement disclosures.

Judgements made by management

During the course of our audit we are required to review the main judgements or estimates made by management, which would have a material or significant impact on the financial statements. We have identified the following main judgement areas and our comments thereon.

Deferred income – based upon the fees for students already signed up for the next year. No issues noted.

Depreciation – depreciation policy consistent with previous years. No non-trivial errors were identified when recalculating depreciation.

Accrued income – an after date receipts review was undertaken. No missing accrued income was identified during this test.

Accruals – based upon quotes, contracts and invoices. A sample was tested for accuracy and an after date payments review was undertaken. No issues noted from testing.

Cost apportionment between companies – based upon numbers of students on the 3 year and postgraduate courses compared to the total number of students within the school. Deemed reasonable.

Amortisation – goodwill is being depreciated over 10 years. Deemed reasonable. In charity impairment of investment now to match this.

Related parties

The Trust/Company is required to disclose all related party transactions, per the Charities SORP/FRS102, within its financial statements. We have identified the following potential related party transactions:

- Intercompany recharges and intercompany balance at the year end
- £539 to A Byam for audition services

We have no comments to make over how the charity identifies related party transactions other than the points raised on page 8.



Independence matters

Non-audit services provided and long involvement:

We provide accounting and taxation services to the companies in addition to acting as auditors and Robert Kirtland has acted as Engagement Partner for more than 10 years. We wish to confirm to you that in our opinion the provision of such services and the continued involvement of Robert Kirtland as Responsible Individual do not affect our independence as the firm's quality control procedures provide adequate safeguards in respect of these matters. This consists of a review of the key sections of the audit files by a second Responsible Individual.

There is also informed management for the non-audit services.

Personal independence:

All Critchleys Audit LLP staff must adhere to strict regulatory, professional and internal independence requirements related to investments or business relationships with clients. All staff must confirm such compliance on an annual basis.

Serious incident reporting

All trustees are responsible for identifying and reporting, in a timely fashion, any serious incidents to the Charity Commission, in accordance with their requirements for all registered charities. Whilst our audit scope does not specifically require us to identify any such matters, we report to the members that there were no such actual or potential matters that came to our attention.

Charity sector update 2023

Being charitable amidst high inflation

The charity sector is being stretched from all angles in the current economic climate. Soaring inflation and the cost-of-living crisis have seen demand for services increase, energy costs rise and pressure on salaries to ensure the best staff are attracted and retained. In addition, the cost-of-living crisis has seen a real term fall in disposable income which has reduced donations. All these factors mean that charities need to have a control on their finances to continue in operation.

The key for charities in this period is to ensure that the trustees understand the charity's financial position. In addition, it is important that the trustees also consider cash flow implications and, in particular, periods where cashflow is squeezed.

What can a charity do to improve its financial position:

- Minimise costs – it may appear obvious, but it is worth reviewing whether there are any costs that can be reduced or cancelled if they are not necessary for the charity.
- Ensure that accurate budgeting and forecasting are completed on a timely basis. This will enable the charity to stay on top of their finances and help trustees make timely decisions.
- Review the charity's reserves – Do you have funds in excess of your reserves policy which could be spent on charitable activities? Ensure that you review any restricted funds to make sure you are spending them in line with the donor's wishes.
- Explore options to diversify your income streams – is it possible to reach out to other funders? Are there grants you are eligible for which you could apply?

Letters of support

As the current economic conditions and cost of living crisis begin to bite for more and more organisations, a charity may be asked to provide a letter of support for its trading subsidiary as loss-making periods can quickly turn a healthy trading subsidiary insolvent. The Trustees should carefully consider the legal and regulatory requirements before issuing a letter of support, including:

- Whether the company's trading is outside the charity's objects as this may create the risk of using charitable funds for non-charitable purposes.
- Any financial support given to a subsidiary company should be considered on an arm's length basis as it would with other investments.
- Will there be a return on their investment in the trading company or whether the trading company is no longer viable.
- Attention should be paid to the precise wording of the letter of support to ensure it is appropriate.

Charity Act 2022

The latest tranche of Charities Act changes came into effect on 14 June 2023. These included:

- Simplified legal requirements that charities must comply with before selling, transferring or leasing land, and
- new statutory powers to enable:



- charities to spend a proportion or all of their permanent endowment fund without Charity Commission authorisation.
- charities to borrow up to 25% of the value of their permanent endowment fund without Charity Commission authorisation.
- charities that have opted into a total return approach to investment to use permanent endowment to make social investments with a negative or uncertain financial return
- the Charity Commission to direct a charity to stop using a similar, offensive or misleading name.
- the Charity Commission to delay registration of a charity with an unsuitable name.

The next tranche of changes will come into effect in the Autumn of 2023 and these include:

- new rules on amending governing documents
- new provisions to place merged charities on the register for legacy purposes, thus removing the need to keep a 'shell' charity

More information is available at: [charities act 2022 guidance for charities](#).

Rising interest rates

In December 2021, the Bank of England's office UK rate of interest was 0.1%. Since then, we have seen it steadily increasing to over 5% (August 2023) in an attempt to bring down inflation. Although this is bad news for much of UK economy, it does present an opportunity for those with money to deposit and, although not keeping pace with inflation, interest rates are now yielding meaningful returns. However, it's worth shopping around rather than assuming your bank will pass on this higher interest rate, with fixed period deposits being the most fruitful.

Spring budget and charities

The March 2023 budget seems a long while ago now, but it's worth remembering that Jeremy Hunt announced over £100 million of support for local charities and community organisations. In addition, £10 million will be made available for suicide prevention organisations in England across 2023-24 to 2024-25 to support people experiencing suicidal thoughts or approaching a mental health crisis.

HMRC's Charity Newsletter

On 1 June 2023 the Charity Commission issued its first newsletter which can be accessed [here](#). Topics covered include:

- Restriction of tax reliefs - any non-UK registered charities as of 15 March 2023, will continue to be able to claim tax reliefs until 5 April 2024. Thereafter these will be restricted to UK charities only.
- Charity compliance consultation – in April 2023 it was announced that HMRC will consult with the charity sector on tax reform to tackle non-compliance.
- Future of gift aid - HMRC is currently looking at how the Gift Aid service can be improved to minimise the administrative burden

Updated Charity Commission guidance

Many of the recent updates have reflected changes introduced by the Charities Act 2022.

CC8 - [Internal financial controls for charities](#)

Updated guidance to help manage charity financial activity and make use of internal financial controls to reduce the risk of loss for the charity.



CC9 - [Campaigning and political activity guidance for charities](#)

Updated the guidance on what charities need to consider when campaigning or engaging in political activity including guidance about Elections and Referendums.

CC11 - [Trustee expenses and payments](#)

Updated guidance on what a charity can pay trustees and what expenses trustees are entitled to.

CC14 – [Investing charity money – guidance for trustees](#)

The Charity Commission has been redesigned to offer greater clarity and to give trustees confidence in making investment decisions that are right for their charity and updated to reflect recent legal and practice changes.

CC28 - [Sales, leases, transfers or mortgages: what trustees need to know about disposing of charity land](#)

The Charity Commission has updated its guidance on disposing of charity land assets and such transactions must be properly managed in the best interests of your charity. Unless the disposal falls into a very limited number of exemptions, you must also get the best terms you reasonably can. This guidance explains that if land is held solely by your charity you must follow the legal requirements of the Charities Act 2011 (as amended).

CC29 - [Conflicts of interest: a guide for charity trustees](#)

Guidance updated on ability of charities to pay trustees in certain circumstances for providing goods to their charity using the statutory power.

CC33 – [Acquiring land](#)

The Charity Commission has updated its guidance either to use within the charity or as an investment. Before land or property is bought trustees must make sure:

- the property suits the charity's needs
- the price is fair and of market value
- they understand the legal obligations, such as planning restrictions

The guidance also goes onto explain when consent from the Charity Commission is required for a land transaction.

CC40 - [Charity emergency appeals: starting, running and supporting charitable emergency appeals](#)

Updated guidance about how to run effective emergency appeals and other ways to contribute to relief efforts including the simplified rules on failed appeals and what trustees need to do in these situations.

CC20 - [Charity fundraising: a guide to trustee duties](#)

Updated guidance on what charities and their trustees need to consider when fundraising from the public including the simplified rules on failed appeals and what trustees need to do in these situations.

Charity Commission's Digital Services

From 31 July 2023, 'My Charity Commission Account' is the new way for trustees and charity contacts to access the Charity Commission's online services. Charities can also authorise other people to use it, such as your accountant or lawyer.

This has been described as charities' 'front door' into the Commission, through which any remaining Annual Returns for 2022 and all Annual Returns for 2023 onwards will be submitted, and the regulator's wider digital services engaged with.



Charities will have received an invitation directly from the Charity Commission. Find out more about it [here](#).

Latest revision 11/9/23