

BRITISH AMERICAN DRAMA ACADEMY

England & Wales · Charity number 291796

Details

Other names B A D A

Status Registered

Legal form Charitable company

Company number [01828640](#)

Registered 1985-05-15

Register [View on the Charity Commission register](#)

Contact

Address 14-15 Gloucester Gate
London
NW1 4HG

Phone 020 7487 0730

Email info@bada.org.uk

Website www.bada.org.uk

Activities

Objects: THE ADVANCEMENT OF EDUCATION AND THE BENEFIT OF THE COMMUNITY BY STIMULATING AND GIVING INSTRUCTION IN ALL ASPECTS OF THE PERFORMINGH AND THEATRICAL ARTS.

Activities: DRAMA EDUCATION

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- **Area of benefit:** NATIONAL
- Camden
- Oxfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-04-30	£3,377,381	£3,171,051	£1,558,982	8
2024-04-30	£2,896,621	£2,573,330	£1,352,652	8
2023-04-30	£2,899,927	£2,457,640	£1,029,362	7
2022-04-30	£1,831,614	£1,634,243	£587,075	6
2021-04-30	£392,958	£892,369	-	-

Trustees

Name	Role	Appointed
Andrew Ian Hudson		2025-06-23
Blake Elliott Robison		2025-12-16
Jiawei Lu		2022-09-26
Katherine Planas		2025-06-23
Malcolm John		2021-06-16
Matthew Douglas Trueman		2022-09-26
Matthew Nigel Turnbull		2025-06-23
Peter Kessler		2025-06-23
Richard Dean Johnson		2021-06-16
Samir Joshi		2022-09-26
Zoe Jane Ashcroft		2021-06-16

Accounts

Company number: 1828640

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)
Registered Charity No. 291796
Registered Company No. 1828640

Statement of accounts

for the year ended

30th April 2025

BRITISH AMERICAN DRAMA ACADEMY

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BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees of the British American Drama Academy (which also operates under the name of BADA) presents its annual report and audited financial statements for the year ended 30 April 2025.

Reference and administrative details**Trustees**

Z. Ashcroft
 L. Carlston
 A. Hudson (Appointed 23 June 2025)
 M. John
 R. Johnson (Chair)
 S. Joshi
 P. Kessler (Appointed 23 June 2025)
 J. Lu
 K. Planas (appointed 23 June 2025)
 M. Trueman
 M. Turnbull (Appointed 23 June 2025)
 O. Ededami (Resigned 23 June 2025)
 V. Fitzpatrick (Resigned 25 March 2025)
 D. Gelon (Resigned 23 June 2025)
 R. Hogarth (Resigned 23 June 2025)
 M. Whittaker (Resigned 23 June 2025)

Key management

Dr. L. Franke - Managing Director
 B. Naylor – Dean
 H. Ainsworth FCA – Finance Director (Appointed 1 January 2025)
 R. Paul FCCA – Finance Director (Resigned 20 September 2024)

Registered and Principal office

14 Gloucester Gate
 Regents Park
 London NW1 4HG

Auditor

RSM UK Audit LLP
 Chartered Accountants
 Portland
 25 High Street
 Crawley
 West Sussex RH10 1BG

Bankers

Virgin Money
 154-158 Kensington High Street
 London W8 7RL

Flagstar Bank
 1400 Broadway
 24th Floor
 New York
 NY 10017 USA

Solicitors

Winston & Strawn London LLP
 100 Bishopsgate
 London EC2N 4AG

RLS Law
 Suite 30-33
 The Hop Exchange
 24 Southwark Street
 London SE1 1TY

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Structure, governance and management

The Academy is a company limited by guarantee, registered in England and Wales No. 1828640, governed by its Articles of Association dated 23rd April 2018. It is a registered charity in England and Wales No. 291796.

The Board of Trustees is responsible for the governance of the Academy. Its members act both as Trustees of the Charity and Directors of the Company. It meets at least every four months to fulfil its governance responsibilities. Management of the Academy is delegated to a small Executive team, under the leadership of the Managing Director working in close cooperation with the Dean and the Finance Director, reporting to the Trustees regularly.

The Board of Trustees has established three principal committees to discharge functions relating to the administration and management of the Academy:

- Finance & General Purposes Committee (recently renamed the Finance and Operations Committee) which meets at least every four months. During the year under review the members were Richard Johnson, Zoe Ashcroft, Ruth Hogarth and Wendy Lu.
- Artistic and Academic Committee which meets at least twice a year. During the year under review the members were Ruth Hogarth, Matt Trueman, Victoria Fitzpatrick (Resigned 23rd March 2025) Louise Chantal (External Advisor) and Donna Vinter (External Advisor).
- Fundraising Committee which meets at least every four months. During the year under review the members were Lydia Carlston, Diane Gelon, Richard Johnson, Samir Joshi, Melanie Whittaker and Maggie Whitlum (External Advisor).

We also have a BADA Council which retains the wisdom and goodwill of our past Governors and Associate Artists.

Public benefit disclosures

Providing access to financial aid is seen as an integral part of the recruitment process and particular attention is paid to ensuring that gifted students are given assistance to enable them to attend the courses. The Trustees have considered the impact of the public benefit requirement including the guidance issued by the Charity Commission and believe that the Academy meets the tests. BADA has always sought to attract those who cannot afford the fees charged, by the provision of scholarships and financial aid.

The Fundraising Committee which was established in early 2022 aims to raise \$1.7 million to fund 30 full scholarships for underprivileged students to study at BADA over the coming years. The Board actioned a formal research project undertaken by Helen Brown Group into individual donor prospects, which was completed in Autumn 2022. BADA celebrated its 40th Anniversary in August 2024 and the occasion was marked by several events in Oxford, New York and Los Angeles to which alumni, retired and current trustees and friends were invited. These events were used to showcase BADA and all its achievements over the past 40 years and have proved to be very useful springboards from which to launch our fundraising programme. The fundraising team will continue to develop and build on the new and re-connections made with the top priority being the meeting of our scholarship goals.

Financial aid awards made in the year were £220,709 (2024: £168,182).

Objectives and activities

The objects, as detailed in the Articles of Association, include: the advancement of education and the benefit of the community by stimulating and giving instruction in all aspects of the performing and theatrical arts; to establish, maintain and support courses for those who meet the Academy's criteria for participation; and to provide financial assistance to enable attendance.

The Academy seeks to achieve these aims through its short residential programmes in London, Oxford and Greece and its Fall and Spring Term courses in London, the London Theatre Program (LTP), which is co-sponsored by Sarah Lawrence College in New York. A formal agreement between the Academy and Sarah Lawrence College sets out the sharing and distribution of the programme resources. Links with major universities and colleges in the United States of America, together with a policy of auditioning all prospective students ensure a high standard of those attending the courses. Particular attention is paid to the overall experience enjoyed by the students. This also serves to encourage word of mouth promotion by alumni and teachers which is seen as one of the Academy's strengths, evidenced by the high level of interest in the programmes encountered by our representatives as they visit colleges in the USA.

Achievements and performance

In June 2024 we welcomed students to two of our month-long programmes, Black British Theatre and Performance (BBTaP) and Greek Theatre: From the Ancient World to the Modern, Through Theory and Performance (The Greeks). We were very pleased to welcome 10 students to the BBTaP for the study of play texts by major Black British writers, theatre trips and masterclasses from major influencers in contemporary theatre. Following a hiatus in 2023 we were very pleased to welcome 18 students to The Greeks this year. This three centre programme (London, Greece, Oxford) is dedicated to exploring the performance and reception of ancient drama.

In July 2024, we welcomed a total of 96 students to our Midsummer in Oxford (MIO) residential summer programme in Oxford as well as 27 students to our Midsummer Conservatory Program (MCP), which returned to its roots in Oxford.

We again hosted two cohorts of Students on the London Theatre Program (LTP); 41 in the Fall, and 44 in the Spring.

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Financial review

Income from our programmes for the year was £3,122,215 (2024: £2,671,546). The Academy made a healthy surplus for the year of £206,330 (2024: £323,290). Total unrestricted reserves at 30th April 2025 were £1,543,281 (2024: £1,346,951).

Key risks and uncertainties disclosures

The major risks to the Academy are kept under frequent review and addressed as necessary. As most of the Academy's students are from the United States of America, international events and economic downturns could adversely affect student numbers. The risk of a significant and unforeseen reduction in student numbers is the primary risk, brought into sharp focus by the impact of the COVID-19 pandemic, reinforced the need for very focussed risk management.

The Trustees consider that the principal risks and uncertainties facing the Academy are as follows:

- unforeseen reduction in student numbers;
- maintenance of reputation;
- effect of exchange rate changes.

The Academy's financial risk management objectives are to ensure funding resources and to continue to monitor costs and student numbers. The Board regularly reviews budgets, forecasts and currency exposure. The Board continues to work closely with the BADA management to ensure detailed and robust financial planning.

Plans for future periods

The student numbers for the LTP are remaining strong despite political turmoil in the US particularly surrounding liberal arts colleges. The Fall semester of the LTP is starting imminently and we have 44 students in attendance. Applications are now open for the Spring 2026 semester and current application numbers indicate that the actual enrolment will be in the region of 40, which will mean total student number equivalent to those for the 2024/25 programme.

Our summer 2025 programmes have again seen very strong student numbers consistent with those for summer 2024, 18 for The Greeks, 10 for BBTaP, 27 for the MCP and 96 for the MIO. We continue to develop our month- long summer programmes and 2026 will see the launch of our new Spanish Theatre Program; Reimagining Hispanic Classics from the Golden Age to Lorca. This will be a dual centre programme in London and Spain. This programme will enable the Academy to broaden its student engagement still further.

Going Concern

In terms of exposure to the impact of inflation on our overheads, the Academy's most significant overheads are salary and property costs. Any increases in salary costs will be managed internally. The five-year lease of our premises at Gloucester Gate is fixed until December 2026. A leading childcare provider sublet part of the premises which is also fixed until December 2026. We therefore have security of tenure and confirmed rent payments and rental income until that time. Our landlords, the Crown Estate, have not indicated that the lease will not be renewed and discussion will commence in early 2026 as to renewal for a further five years.

In the summers of 2023 and 2024, whilst the BADA Team were in Oxford for the summer programmes, we entered into an agreement for a two- month licence to occupy the premises to a summer language school. For 2024 this yielded an additional £66,000 in rental income which has helped to offset the increases in overheads we have seen across all areas of the organisation. This licence to occupy our premises to the summer language school is agreed for the summer of 2025 and the income is now looked upon as being reliable for future cashflow planning.

Exposure to the exchange rate fluctuation is one of Academy's key risks as identified by the Board with fees for our programmes being invoiced and received in US dollars. For the past few years, the Academy has benefitted from weak sterling compared to the US dollar. Since January 2025, the value of sterling has strengthened against the US dollar and the Academy is exposed to exchange losses for the first time in several years. To minimise the impact of exchange losses we retain sufficient US dollars in our US bank account to cover anticipated US expenditure for the forthcoming twelve months.

The Board has always taken a cautious view when considering the financial outlook for the Academy, a view which has served it well and has ensured that the Academy finds itself emerging from the pandemic with a sound reserve base. Looking forward to 2025/26 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future.

REPORT OF THE BOARD OF TRUSTEES

Reserves

The Academy's unrestricted reserves at 30 April 2025 were £1,543,281 (2024 - £1,346,951) which includes £100,000 (2024: £3,422) of designated funds. During the year the Board approved a formal reserves policy that defined the appropriate level of General Reserves to provide sufficient adequacy of cover for the risks identified to be £1,000,000. The level of reserves as at 30 April 2025 is significantly in excess of that. The reserves policy also outlined the Board's commitment to providing gifted students access to the Academy's programmes regardless of their financial background. To that end the Board have decided to re-build the Designated Reserves and approved the transfer of £100,000 from General Reserves. Future years will see at least 20% of the annual surplus being transferred to Designated Reserves.

Equal opportunities

The Academy is deeply committed to equality of opportunity for staff and students alike. Its vision is to enable US and other international students to participate fully in our courses, irrespective of barriers they may face linked to ethnicity, class, disability, gender, sexuality, socioeconomic or any other.

In response to the Black Lives Matter movement in June 2020 the Academy established a Diversity Action Group comprising staff, members of faculty and alumni to review all current policies and practices to ensure that BADA is at the forefront of change and inclusion. Since then, the Academy has taken steps towards fulfilling this commitment including, but not limited to, introducing mandatory and ongoing unconscious bias diversity training for trustees, staff and faculty; the successful appointment of eight new trustees to the Board increasing the diversity of voices governing the organisation; reviewing and updating our offer to students on existing courses and creating the new Black British Theatre program; developing fruitful relationships with external JEDI (Justice, Equity, Diversity and Inclusion) consultants and diverse theatre organisations to advise us and to inform the changes we are making.

BADA continues to invest in maintaining and upgrading its premises to improve access.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the British American Drama Academy for the purpose of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standard have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

The Trustees confirm that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware. They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

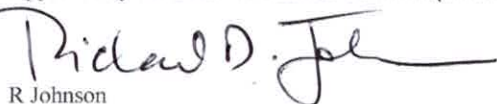
Auditor

RSM UK Audit LLP is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Small companies' exemptions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees on 9/10/2025 and signed on their behalf by



R Johnson
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH AMERICAN DRAMA ACADEMY

Opinion

We have audited the financial statements of British American Drama Academy (the 'charitable company') for the year ended 30 April 2025 which comprise the Statement of Financial Activities (including the Summary Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charitable company's affairs as at 30 April 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- 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 charitable company 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 charitable company'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.

Other information

The other information comprises the information included in the Trustees' Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH AMERICAN DRAMA ACADEMY (continued)**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Trustees' Report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework[s] that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework[s];
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH AMERICAN DRAMA ACADEMY (continued)

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The audit engagement team identified the risk of management override of controls and income recognition (cut off) as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and substantive tests of detail over income.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



ZOE LONGSTAFF-TYRELL (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

Portland

25 High Street

Crawley

West Sussex RH10 1BG

Date 29/10/25

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30th April 2025

	<i>Notes</i>	Unrestricted General £	Designated £	Restricted £	Total 2025 £	Total 2024 £
Income and Endowments from:						
Charitable Activities: Fees received		3,122,215	-	-	3,122,215	2,671,546
Investment income	3	225,201	-	-	225,201	204,892
Other income		580	14,000	15,385	29,965	20,183
Total incoming resources		<u>3,347,996</u>	<u>14,000</u>	<u>15,385</u>	<u>3,377,381</u>	<u>2,896,621</u>
Expenditure on charitable activities:						
Advancement of education	4	3,148,244	17,422	5,385	3,171,051	2,573,331
Total resources expended		<u>3,148,244</u>	<u>17,422</u>	<u>5,385</u>	<u>3,171,051</u>	<u>2,573,331</u>
Net income/(expenditure) and net movement in funds for the year	6	199,752	(3,422)	10,000	206,330	323,290
Transfer between funds	13	(100,000)	100,000	-	-	
Reconciliation of funds:						
Total funds brought forward		1,343,529	3,422	5,701	1,352,652	1,029,362
Total funds carried forward	13,14	<u>1,443,281</u>	<u>100,000</u>	<u>15,701</u>	<u>1,558,982</u>	<u>1,352,652</u>

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

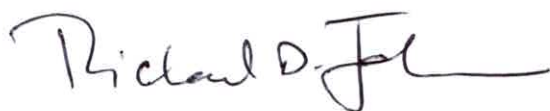
BALANCE SHEET AT 30th April 2025

	Notes	£	2025 £	£	2024 £
FIXED ASSETS					
Tangible assets	7		78,106		77,509
Intangible assets	8		57,899		32,445
			<u>136,005</u>		<u>109,954</u>
CURRENT ASSETS					
Debtors	9		1,662,500		516,402
Cash at bank and in hand			1,254,755		1,308,508
			<u>2,917,255</u>		<u>1,824,910</u>
CREDITORS: amounts falling due within one year	10	(1,279,278)		(427,212)	
NET CURRENT ASSETS			<u>1,637,977</u>		<u>1,397,698</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
			1,773,982		1,507,652
PROVISION FOR LIABILITIES	12	(215,000)			(155,000)
NET ASSETS			<u>1,558,982</u>		<u>1,352,652</u>
FUNDS OF THE CHARITY:					
<i>Unrestricted Funds:</i>					
Unrestricted general fund			1,443,281		1,343,529
Designated Scholarship Fund			100,000		3,422
<i>Restricted Funds:</i>					
Restricted Scholarship Fund			15,701		5,701
TOTAL FUNDS	13, 14		<u>1,558,982</u>		<u>1,352,652</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes at pages 11 to 18 form part of these accounts.

Approved and authorised for issue by the Board of Trustees on 9/10/2025 and signed on their behalf by



R Johnson
Chair

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF CASHFLOWS AT 30th April 2025

	2025	2024
	£	£
Cash flows from operating activities:		
Net income for the reporting period	206,330	323,290
Adjustments for:		
Depreciation	34,924	23,193
Amortisation	15,450	-
Interest and rental income	(225,201)	(204,892)
(Increase) / Decrease in debtors	(1,146,098)	238,409
Increase / (Decrease) in creditors	852,066	(293,107)
Increase in provision	60,000	60,000
	<u>(408,859)</u>	<u>(176,397)</u>
Net cash used in operating activities	<u>(202,529)</u>	<u>146,893</u>
Cash flows from investing activities:		
Interest receivable	6,644	4,485
Rental income	218,557	200,407
Purchase of tangible fixed assets	7 (35,521)	(49,382)
Purchase of intangible fixed assets	8 (40,904)	(32,445)
	<u>148,776</u>	<u>123,065</u>
Net cash provided by investing activities	<u>(53,753)</u>	<u>269,958</u>
Cash flows from financing activities:		
Repayment of Bounceback loan	-	(40,000)
	<u>-</u>	<u>(40,000)</u>
Net cash provided by financing activities	<u>-</u>	<u>(40,000)</u>
Change in cash and cash equivalents in the reporting period	<u>(53,753)</u>	<u>229,958</u>
Cash and cash equivalents at 1st May	<u>1,308,508</u>	<u>1,078,550</u>
Cash and cash equivalents at 30th April	<u><u>1,254,755</u></u>	<u><u>1,308,508</u></u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2025

1. Constitution

British American Drama Academy, a registered charity, is a company limited by guarantee not having a share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of its winding up.

2. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(i) Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

British American Drama Academy meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

(ii) Going concern

The strong student numbers achieved in the 2024 financial year continued their upward trend in the financial year enabling the Academy to continue to build and strengthen its reserve base.

In terms of exposure to the impact of inflation on our overheads, the Academy's most significant overheads are salary and property costs. Any increases in salary costs will be managed internally. The five-year lease of our premises at Gloucester is fixed until December 2026. A leading childcare provider sublets part of the premises which is also fixed until December 2026. We therefore have security of tenure and confirmed rent payments and rental income until that time. Our landlords, the Crown Estate, have not indicated that the lease will not be renewed and discussion will commence in early 2026 as to renewal for a further five years.

Exposure to the exchange rate fluctuation is one of Academy's key risks as identified by the Board with fees for our programmes being invoiced and received in US dollars. For the past few years, the Academy has benefitted from weak sterling compared to the US dollar. Since January 2025, the value of sterling has strengthened against the US dollar and the Academy is exposed to exchange losses for the first time in several years. To minimise the impact of exchange losses we retain sufficient US dollars in our US bank account to cover anticipated US expenditure for the forthcoming twelve months.

The Board has always taken a cautious view when considering the financial outlook for the Academy, a view which has served it well and has ensured that the Academy finds itself emerging from the pandemic with a sound reserve base. Looking forward to 2025/26 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future.

(iii) Income

Income including fees received from programmes, donations, investment income and rental income is recognised in the period in which it is earned and expenditure in the period in which it is incurred. Fees received for courses held in the following period are shown as fees received in advance. Non-redeemable application fees are recognised on a receipt basis. All income relates to activities taking place in the UK. Income in respect of fees is shown gross of scholarships granted. Fees received from programmes includes funding due from Sarah Lawrence College in accordance with the agreement for the co-sponsorship of the London Theatre Program.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met, and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

(iv) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include the audit fee.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2025

(v) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of Academy. Designated funds are unrestricted funds of the Academy which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Academy's work or for specific projects being undertaken by the Academy.

(vi) Fixed assets and depreciation

All fixed assets are initially recorded at cost. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset, less their residual values, over its expected useful life as follows:

Equipment, furniture and fittings	- 25% straight line
Leasehold costs	- over the term of the lease

Assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments in the SOFA. A full year of depreciation is provided in the year of acquisition and none in the year of disposal.

(vii) Intangible fixed assets and amortisation

All intangible fixed assets are initially recorded at cost. Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost of each asset, less their residual values, over its expected useful life as follows:

Promotional films	- 33 1/3% straight line
Website	- 25% straight line

Assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. Shortfalls between the carrying value of intangible fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments in the SOFA. A full year of amortisation is provided in the year of acquisition and none in the year of disposal.

(viii) Assets in the course of construction

Assets in the course of construction are stated at cost. These assets are not amortised until they are available for use and are reviewed for impairment at each reporting date.

(ix) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

(x) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Bank borrowings are initially recognised at the fair value net of any transaction costs directly attributable to the issue of the borrowing instrument. They are then subsequently measured at amortised cost.

(xi) Financial instruments

The Academy only has financial assets and financial liabilities of a kind that qualify as basic financial instruments under Section 11 of FRS 102. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(xii) Operating leases

Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2025

(xiii) Foreign currency transactions

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction, all differences being taken to the income and expenditure account. All balances at the year-end are translated at the rate ruling at the balance sheet date.

(xiv) Pension scheme

The company operates a defined contribution scheme. Contributions to the scheme are charged to the Statement of Financial Activities in the accounting period to which they relate.

(xv) Termination benefits

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(xvi) Critical judgment and estimates

Estimates, assumptions and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Significant areas of estimates and judgements includes provisions, and these have been established for the cost of returning the building back to its original condition and for the redecoration costs as required by the lease agreement. These are estimated based on the best information available, and historical information where available.

3. Investment income	2025 £	2024 £
Bank interest receivable	6,644	4,485
Rental income	218,557	200,407
	<u>225,201</u>	<u>204,892</u>

Of the investment income received in the year £nil (2024: £nil) was in respect of restricted funds and £nil (2024: £nil) in respect of designated funds.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2025

4. Charitable activities	2025 £	2024 £
<i>Direct costs</i>		
Scholarships and grants	220,709	168,182
Accommodation	976,479	815,965
College fees and rebates	13,462	13,462
Teachers	353,761	261,953
Productions	131,405	99,392
Excursions	65,068	31,303
Other course expenses	55,318	24,662
Administrative staff costs	374,068	376,509
Property expenses	555,780	530,119
Travel expenses	19,140	26,690
Office costs	30,347	23,503
Professional fees	12,694	12,974
Marketing and fundraising	199,001	114,557
Depreciation	34,921	23,193
Bank & credit card charges	54,420	30,177
Foreign exchange loss / (gain)	24,898	(17,155)
Other expenses	17,180	13,245
	<u>3,138,651</u>	<u>2,548,731</u>
<i>Governance costs</i>		
Audit fees	32,400	24,600
	<u>32,400</u>	<u>24,600</u>
Advancement of education costs	<u>3,171,051</u>	<u>2,573,331</u>

Of the total expenditure on the advancement of education for the year of £3,171,051 (2024: £2,573,331), £5,385 (2024: £10,769) was from restricted funds and £17,422 (2024: £39,000) was from designated funds.

5. Staff costs and Trustees' remuneration	2025 £	2024 £
Salaries	347,707	343,871
Social security costs	32,565	34,202
Pension costs	13,727	14,236
	<u>393,999</u>	<u>392,309</u>

There was 1 employee (2024: nil) with emoluments greater than £70,000 but less than £80,000 for whom pension contributions of £3,675 (2024: £nil) were paid.

There was 1 employee (2024: 1) with emoluments greater than £80,000 but less than £90,000 for whom pension contributions of £4,191 (2024: £4,093) were paid.

The key management personnel of the charity during the year comprised the Managing Director, the Dean and the Finance Director. The total employee benefits of the key management personnel of the charity were £221,022 (2024: £249,856). The employer's national insurance contributions in respect of the key management personnel were £22,964 (2024: 25,785).

In addition, travel costs of £351 (2024: £517) were reimbursed to 2 (2024: 3) Trustees.

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2025

5a. Staff numbers

There were 8 employees (2024: 8) to whom retirement benefits were accruing under a money purchase scheme.

The average number of full time equivalent employees during the year were as follows:

	2025 No.	2024 No.
Administrative	8	8
	==	==

6. Net income for the year

Net income for the year is stated after charging;	2025 £	2024 £
Operating leases – property rentals	350,000	328,968
Depreciation	34,924	23,193
Amortisation	15,450	-
Auditor's remuneration – external audit	30,000	24,600
	=====	=====

7. Tangible fixed assets

	Leasehold costs £	Equipment, furniture & fittings £	Total £
Cost:			
At 1 st May 2024	49,522	105,907	155,429
Additions	-	35,521	35,521
	=====	=====	=====
At 30th April 2025	49,522	141,428	190,950
	=====	=====	=====
Depreciation:			
At 1 st May 2024	29,714	48,206	77,920
Charge for the year	9,904	25,020	34,924
	=====	=====	=====
At 30th April 2025	39,618	73,226	112,844
	=====	=====	=====
Net book values:			
At 30th April 2025	9,904	68,202	78,106
	=====	=====	=====
At 30th April 2024	19,808	57,701	77,509
	=====	=====	=====

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2025

8. Intangible fixed assets

	Promotional film and Website £	Assets under construction £	Total £
Cost:			
At 1 st May 2024	32,445	-	32,445
Additions	21,104	19,800	40,904
	<u>53,549</u>	<u>19,800</u>	<u>73,349</u>
At 30th April 2025			
Depreciation:			
At 1 st May 2024	-	-	-
Charge for the year	15,450	-	15,450
	<u>15,450</u>	<u>-</u>	<u>15,450</u>
At 30th April 2025			
Net book values:			
At 30th April 2025	38,099	19,800	57,899
	<u>38,099</u>	<u>19,800</u>	<u>57,899</u>
At 30th April 2024	32,445	-	32,445
	<u>32,445</u>	<u>-</u>	<u>32,445</u>

9. Debtors: amounts receivable within one year

	2025 £	2024 £
Sarah Lawrence College	944,948	275,917
Prepayments and accrued income	717,302	240,239
Fee debtors	250	246
	<u>1,662,500</u>	<u>516,402</u>

Sarah Lawrence College accredits the London Theatre Programme and administers the applications process

10. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	519,168	47,415
Taxation and social security	28,656	15,727
Fees invoiced in advance (see note 11)	607,644	255,448
Accruals and deferred income	120,752	106,430
Other creditors	3,058	2,192
	<u>1,279,278</u>	<u>427,212</u>

Included within other creditors are amounts totalling £3,058 (2024: £1,009) in respect of outstanding pension contributions. Deferred income represents rent received in advance and totals £29,125 (2024: £20,125).

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2025

11. Fees invoiced in advance	2025 £	2024 £
Balance at 1st May	255,448	160,241
Fees invoiced in respect of following year	607,644	255,448
Released to Statement of Financial Activities	(255,448)	(160,241)
Balance at 30 th April	<u>607,644</u>	<u>255,448</u>

Fees invoiced in advance represent fees received from students prior to the year end for the following summer's residential programmes.

12. Provision for liabilities and charges	2025 £	2024 £
Balance at 1st May	155,000	95,000
Charged to Statement of Financial Activities during the year	60,000	60,000
Balance at 30th April	<u>215,000</u>	<u>155,000</u>

The external redecorations provision relates to quinquennial repainting work required to be undertaken by the Academy under the terms of the lease, arising over the period of the tenancy and relating to general wear and tear.

In 2023, a dilapidations provision was established to cover refurbishment costs should BADA relocate at the end of its lease.

	External redecorations £	Dilapidations £	Total £
At 1 st May 2024	105,000	50,000	155,000
Charged to Statement of Financial Activities	35,000	25,000	60,000
At 30 th April 2025	<u>140,000</u>	<u>75,000</u>	<u>215,000</u>

13. Reconciliation of movements on funds

	Balance 1st May 2024 £	Movements in resources		Transfers between funds £	Balance at 30th April 2025 £
		Income £	Expenditure £		
Unrestricted funds:					
Unrestricted General Fund	1,343,529	3,347,996	(3,148,244)	(100,000)	1,443,281
Designated Scholarship fund	3,422	14,000	(17,422)	100,000	100,000
Restricted Funds:					
Restricted Scholarship Fund	5,701	15,385	(5,385)	-	15,701
Total	<u>1,352,652</u>	<u>3,377,381</u>	<u>(3,171,051)</u>	<u>-</u>	<u>1,558,982</u>

Designated Scholarship Fund

This is an unrestricted designated fund comprising funds the Trustees have set aside from the General Fund to contribute to the cost of scholarships awarded and supporting specific programmes. Scholarships are awarded to individuals at the discretion of the Academy. During the year, the designated funds were fully utilised and the Trustees decided to transfer £100,000 from the General Fund to the Designated Scholarship Fund to fund scholarships in future years.

Restricted Scholarship Fund

This is a restricted fund containing donations made to the Academy specifically to fund scholarships to students.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2025

14. Analysis of net assets between funds

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	136,005	-	-	136,005
Current assets	2,801,554	100,000	15,701	2,917,255
Current liabilities	(1,279,278)	-	-	(1,279,278)
Provisions and long term liabilities	(215,000)	-	-	(215,000)
Net assets at 30th April 2025	<u>1,443,281</u>	<u>100,000</u>	<u>15,701</u>	<u>1,558,982</u>

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	109,954	-	-	109,954
Current assets	1,815,787	3,422	5,701	1,824,910
Current liabilities	(427,212)	-	-	(427,212)
Provisions	(155,000)	-	-	(155,000)
Net assets at 30th April 2024	<u>1,343,529</u>	<u>3,422</u>	<u>5,701</u>	<u>1,352,652</u>

15. Operating lease commitments

	2025	2024
	£	£
The total future minimum lease payments under non-cancellable operating leases for land and building are:		
within one year	350,000	350,000
between one and five years	<u>233,333</u>	<u>583,333</u>
The total future minimum rental income under the sub-lease of the building are:		
within one year	112,700	112,700
between one and five years	<u>75,133</u>	<u>187,833</u>

The license to sublease a portion of the premises runs in conjunction with the primary building lease.

16. Taxation

The company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

17. Capital commitments.

There are capital commitments of £19,800 as at 30th April 2025 (2024: £13,904).

18. Related party transactions

In the period to 31 December 2024 consultancy fees of £3,495 were paid to Helen Ainsworth acting in a freelance capacity prior to her appointment as Finance Director on 1 January 2025.

Accounts

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)
Registered Charity No. 291796
Registered Company No. 1828640

Statement of accounts

for the year ended

30th April 2024

BRITISH AMERICAN DRAMA ACADEMY
REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees of the British American Drama Academy (which also operates under the name of BADA) presents its annual report and audited financial statements for the year ended 30 April 2023.

Reference and administrative details

Trustees

Z. Ashcroft
 L. Carlston
 L. Chantal (Resigned 2 October 2023)
 O. Ewedami
 V. Fitzpatrick
 D. Gelon
 R. Hogarth
 M. John
 R. Johnson (Chair, Appointed 26 June 2023)
 S. Joshi
 J. Lu
 M. Trueman
 M. Whittaker

Key management

Dr. L Franke - Managing Director
 B. Naylor – Dean (Appointed 1 September 2023)
 E. Roberts – Dean (Resigned 31 August 2023)
 R. Paul FCCA – Finance Director

Registered and Principal office

14 Gloucester Gate
 Regents Park
 London
 NW1 4HG

Auditor

RSM UK Audit LLP
 Chartered Accountants
 Portland
 25 High Street
 Crawley
 West Sussex
 RH10 1BG

Bankers

Virgin Money
 154 – 158 Kensington High Street
 London
 W8 7RL

Solicitors

Winston & Strawn London LLP
 100 Bishopsgate,
 London
 EC2N 4AG

RLS law
 Suite 30-33
 The Hop Exchange
 24 Southwark Street
 London
 SE1 1TY

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Structure, governance and management

The Academy is a company limited by guarantee, registered in England and Wales No. 1828640, governed by its Articles of Association dated 23rd April 2018. It is a registered charity in England and Wales No. 291796.

The Board of Trustees is responsible for the governance of the Academy. Its members act both as Trustees of the Charity and Directors of the Company. It meets at least every four months to fulfil its governance responsibilities. Management of the Academy is delegated to a small Executive team, under the leadership of the Managing Director working in close cooperation with the Dean and the Finance Director, reporting to the Trustees regularly.

The Board of Trustees has established three principal committees to discharge functions relating to the administration and management of the Academy:

- Finance & General Purposes Committee which meets at least every four months. Members are Richard Johnson, Zoe Ashcroft, Ruth Hogarth and Wendy Lu. Malcolm John attends as required as Chair of Trustee Recruitment.
- Academic and Artistic Committee which meets at least twice a year. Members are Louise Chantal (Resigned 2 October 2023), Ruth Hogarth, Matt Trueman, Victoria Fitzpatrick and Donna Vinter (External Advisor).
- Fundraising Committee which meets at least every four months. Members are Lydia Carlston, Diane Gelon, Richard Johnson, Samir Joshi and Melanie Whittaker.

We also have a BADA Council which retains the wisdom and goodwill of our past Governors and Associate Artists.

Public benefit disclosures

Providing access to financial aid is seen as an integral part of the recruitment process and particular attention is paid to ensuring that gifted students are given assistance to enable them to attend the courses. The Trustees have considered the impact of the public benefit requirement including the guidance issued by the Charity Commission and believe that the Academy meets the tests. BADA has always sought to attract those who cannot afford the fees charged, by the provision of scholarships and financial aid.

The Fundraising Committee established in early 2022 aims to raise \$1.7 million to fund 30 full scholarships for underprivileged students to study at BADA over the coming years. The Board actioned a formal research project undertaken by Helen Brown Group into individual donor prospects, which was completed in Autumn 2022. Additional identification of donor prospects through network mapping is ongoing. Additional staff have been hired to further develop the fundraising strategy and action plan, with a top priority of meeting the scholarship goals.

Financial aid awards made in the year were £168,182 (2023: £203,183).

Objectives and activities

The objects, as detailed in the Articles of Association, include: the advancement of education and the benefit of the community by stimulating and giving instruction in all aspects of the performing and theatrical arts; to establish, maintain and support courses for those who meet the Academy's criteria for participation; and to provide financial assistance to enable attendance.

The Academy seeks to achieve these aims through its short residential programs in London and Oxford and its Fall and Spring Term courses in London, the London Theatre Program (LTP), which is co-sponsored by Sarah Lawrence College in New York. A formal agreement between the Academy and Sarah Lawrence College sets out the sharing and distribution of the program resources. Links with major universities and colleges in the United States of America, together with a policy of auditioning all prospective students ensure a high standard of those attending the courses. Particular attention is paid to the overall experience enjoyed by the students. This also serves to encourage word of mouth promotion by alumni and teachers which is seen as one of the Academy's strengths, evidenced by the high level of interest in the programs encountered by our representatives as they visit colleges in the USA.

Achievements and performance

In May 2023 we welcomed the first students and theatre practitioners, 15 in total, to our Black British Theatre (BBT) program, a month-long summer program. This program provided an overview of contemporary Black British theatre and performance. Play texts by major Black British Writers such as Roy Williams, Winsome Pinnock and Debbie Tucker Green, were analysed from social and cultural contexts framed by theories of identity, representation, nationalism, race, gender, sexuality and class. Twice weekly theatre trips combined with masterclasses from major influencers in contemporary theatre broadened the contexts of the program. Across the 15 students, £11,350 was awarded in financial aid.

In July 2023, we welcomed a total of 95 students to our Midsummer in Oxford (MIO) residential summer programs in Oxford as well as 22 students to our Midsummer Conservatory Program (MCP) program, which was held for the first time at St Mary's University, Twickenham.

We again hosted two cohorts of Students on the London Theatre Program (LTP); 42 in the Fall, and 34 in the Spring.

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Financial review

Income from our programs for the year was £2,671,546 (2023: £2,729,561). The Academy made a healthy surplus for the year of £323,290 (2023: £442,287). Total unrestricted reserves at 30th April 2024 were £1,346,951 (2023: £1,018,277) representing a return to the levels seen prior to the Covid-19 pandemic.

Key risks and uncertainties disclosures

The major risks to the Academy are kept under frequent review and addressed as necessary. As most of the Academy's students are from the United States of America, international events and economic downturns could adversely affect student numbers. The risk of a significant and unforeseen reduction in student numbers is the primary risk, brought into sharp focus by the impact of the COVID-19 pandemic, reinforced the need for very focussed risk management.

The Trustees consider that the principal risks and uncertainties facing the Academy are as follows:

- unforeseen reduction in student numbers;
- maintenance of reputation;
- effect of exchange rate changes.

The Academy's financial risk management objectives are to ensure funding resources and to continue to monitor costs and student numbers. The Board regularly reviews budgets, forecasts and currency exposure. The Board continues to work closely with the BADA management to ensure detailed and robust financial planning.

Plans for future periods

The Fall semester of the LTP is starting imminently and we have 42 students in attendance, including 2 transferring from University of the Arts, Philadelphia, following its sudden closure. Applications are now open for the Spring 2025 semester, with 33 students currently enrolled.

In June 2024, we ran our second Greek Theatre Program, a month-long summer three centre (London, Greece, Oxford) program, dedicated to exploring the performance and reception of ancient drama. This intense, interdisciplinary course not only combines performance and academic research to immerse participants in the world of the classical Greek theatre but also includes the unique opportunity to explore multiple ancient sites and to visit archives and exhibits normally reserved for scholars. The program was extremely successful both from feedback received from the participants and financially.

Supporting students through the provision of scholarships remains a key focus of BADA's activities. The Fundraising Committee, as a formal subcommittee of the Board, aims to provide resource and support as BADA moves forwards in its ambitions for fundraising on a larger scale.

Going Concern

In terms of exposure to the impact of inflation on our overheads, the Academy's most significant overheads are salary and property costs. Any increases in salary costs will be managed internally. The five year lease of the premises at Gloucester Gate was renewed in December 2021 with a leading childcare provider who sublet part of the premises renewing their sublease in June 2022. We therefore have security of tenure and confirmed rent payments as well as rental income until December 2026. In addition, in July 2023, whilst the BADA Team were in Oxford for the summer programs, we entered into a two month sublease with a summer language school. This yielded and additional £56,000 in rental income which has helped to offset the increases in overheads we have seen across all areas of the organisation.

Exposure to the exchange rate fluctuation is one of Academy's key risks as identified by the Board with fees for our programmes being invoiced and received in US dollars. The current trajectory of the US dollar to sterling exchange rate, has given rise to significant exchange gains as well as making the UK more attractive to students as a place of study.

The Board has always taken a cautious view when considering the financial outlook for the Academy, a view which has served it well and has ensured that the Academy finds itself emerging from the pandemic with a sound reserve base. Looking forward to 2024/25 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future.

REPORT OF THE BOARD OF TRUSTEES**Reserves**

The Academy's unrestricted reserves at 30 April 2024 were £1,346,951 (2023 - £1,018,277) including £3,422 (2022: £28,422) designated funds, representing approximately six months of the Academy's general overheads. Unrestricted reserves pre pandemic stood at £877,576, a sound base which enabled the Academy to meet its financial obligations over the intervening period.

Equal opportunities

The Academy is deeply committed to equality of opportunity for staff and students alike. Its vision is to enable US and other international students to participate fully in our courses, irrespective of barriers they may face linked to ethnicity, class, disability, gender, sexuality, socioeconomic or any other.

In response to the Black Lives Matter movement in June 2020 the Academy established a Diversity Action Group comprising staff, members of faculty and alumni to review all current policies and practices to ensure that BADA is at the forefront of change and inclusion. Since then, the Academy has taken steps towards fulfilling this commitment including, but not limited to, introducing mandatory and ongoing unconscious bias diversity training for trustees, staff and faculty; the successful appointment of eight new trustees to the Board increasing the diversity of voices governing the organisation; reviewing and updating our offer to students on existing courses and creating the new Black British Theatre program; developing fruitful relationships with external JEDI (Justice, Equity, Diversity and Inclusion) consultants and diverse theatre organisations to advise us and to inform the changes we are making.

BADA continues to invest in maintaining and upgrading its premises to improve access.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the British American Drama Academy for the purpose of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standard have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

The Trustees confirm that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware. They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

RSM UK Audit LLP is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Small companies' exemptions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees on 14 Oct 2024 and signed on their behalf by



R Johnson
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH AMERICAN DRAMA ACADEMY

Opinion

We have audited the financial statements of British American Drama Academy (the 'charitable company') for the year ended 30 April 2024 which comprise the Statement of Financial Activities (including the Summary Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charitable company's affairs as at 30 April 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- 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 charitable company 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 charitable company'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.

Other information

The other information comprises the information included in the Trustees' Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Trustees' Report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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, which includes the Directors' Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH AMERICAN DRAMA ACADEMY (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report in preparing the Trustees' Report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH AMERICAN DRAMA ACADEMY (continued)

The audit engagement team identified the risk of management override of controls and income recognition (cut off) as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and substantive tests of detail over income.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



ZOË LONGSTAFF-TYRRELL (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

Portland
25 High Street

Crawley
West Sussex RH10 1BG

Date 06/01/25

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30th April 2024

	<i>Notes</i>	Unrestricted General £	Designated £	Restricted £	Total 2024 £	Total 2023 £
Income and Endowments from:						
Charitable Activities: Fees received		2,671,546	-	-	2,671,546	2,729,561
Investment income	3	204,892	-	-	204,892	138,082
Other income		798	14,000	5,385	20,183	32,284
Total incoming resources		<u>2,877,236</u>	<u>14,000</u>	<u>5,385</u>	<u>2,896,621</u>	<u>2,899,927</u>
Expenditure on charitable activities:						
Advancement of education	4	2,523,561	39,000	10,769	2,573,330	2,457,640
Total resources expended		<u>2,523,561</u>	<u>39,000</u>	<u>10,769</u>	<u>2,573,330</u>	<u>2,457,640</u>
Net income/(expenditure) and net movement in funds for the year	6	353,674	(25,000)	(5,384)	323,290	442,287
Reconciliation of funds:						
Total funds brought forward		989,855	28,422	11,085	1,029,362	587,075
Total funds carried forward	13,14	<u>1,343,529</u>	<u>3,422</u>	<u>5,701</u>	<u>1,352,652</u>	<u>1,029,362</u>

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

BALANCE SHEET AT 30th April 2024

	Notes	£	2024 £	£	2023 £
FIXED ASSETS					
Tangible assets	7		77,509		51,320
Intangible assets	8		32,445		-
			<u>109,954</u>		<u>51,320</u>
CURRENT ASSETS					
Debtors	9		516,402		754,811
Cash at bank and in hand			1,308,508		1,078,550
			<u>1,824,910</u>		<u>1,833,361</u>
CREDITORS: amounts falling due within one year	10	(427,212)		(730,319)	
NET CURRENT ASSETS			<u>1,397,698</u>		<u>1,103,042</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
			1,507,652		1,154,362
CREDITORS: amounts falling due within one year	11		-		(30,000)
PROVISION FOR LIABILITIES	13		(155,000)		(95,000)
NET ASSETS			<u>1,352,652</u>		<u>1,029,362</u>
FUNDS OF THE CHARITY:					
<i>Unrestricted Funds:</i>					
Unrestricted general fund			1,343,529		989,855
Designated Scholarship Fund			3,422		28,422
<i>Restricted Funds:</i>					
Restricted Scholarship Fund			5,701		11,085
TOTAL FUNDS	14, 15		<u>1,352,652</u>		<u>1,029,362</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes at pages 11 to 18 form part of these accounts.

Approved and authorised for issue by the Board of Trustees on 14 Oct 2024 and signed on their behalf by

R Johnson
Chair

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF CASHFLOWS AT 30th April 2024

	£	2024 £	£	2023 £
Cash flows from operating activities:				
Net income for the reporting period		323,290		442,287
Adjustments for:				
Depreciation		23,193		13,762
Interest and rental income		(204,892)		(138,082)
(Increase) in debtors		238,409		(203,108)
(Decrease) / Increase in creditors		(293,107)		(192,053)
Increase / (Decrease) in provision		60,000		60,000
		<u>(176,397)</u>		<u>(459,481)</u>
Net cash used in operating activities		<u>146,893</u>		<u>(17,194)</u>
Cash flows from investing activities:				
Interest receivable		4,485		1,788
Rental income		200,407		136,294
Purchase of tangible fixed assets	7	(49,382)		(18,551)
Purchase of intangible fixed assets	8	(32,445)		-
		<u>123,065</u>		<u>119,531</u>
Net cash provided by investing activities		<u>123,065</u>		<u>119,531</u>
Cash flows from financing activities:				
Repayment of Bounceback loan		(40,000)		(10,000)
		<u>(40,000)</u>		<u>(10,000)</u>
Net cash provided by financing activities		<u>(40,000)</u>		<u>(10,000)</u>
Change in cash and cash equivalents in the reporting period		229,958		92,337
Cash and cash equivalents at 1st May	(i)	1,078,550		986,213
Cash and cash equivalents at 30th April	(i)	<u><u>1,308,508</u></u>		<u><u>1,078,550</u></u>

(i) **Analysis of changes in net debt**

	At 1 May 2023 £	Cashflows £	Non Cashflows £	At 30 April 2024 £
Cash and Cash Equivalents				
Cash	1,078,550	229,958	-	1,308,508
	<u>1,078,550</u>	<u>229,958</u>	<u>-</u>	<u>1,308,508</u>
Borrowings				
Debt due within one year	(10,000)	10,000	-	-
Debt due after one year	(30,000)	30,000	-	-
	<u>(40,000)</u>	<u>40,000</u>	<u>-</u>	<u>-</u>
Total	<u>1,038,550</u>	<u>269,958</u>	<u>-</u>	<u>1,308,508</u>

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS

FOR THE YEAR ENDED 30th April 2024

1. Constitution

British American Drama Academy, a registered charity, is a company limited by guarantee not having a share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of its winding up.

2. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(i) Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

British American Drama Academy meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

(ii) Going concern

The year to 30th April 2024 commenced very more positively, seeing strong student numbers on both the LTP as well the Oxford programmes. The positive outcome of increased student numbers and a return to a more normal post pandemic world is evident from our results for the financial year under review.

Property and staffing are the Academy's most significant overhead costs. Any increases in staffing costs will be managed internally. The leading childcare provider who sublet part of the premises renewed their sublease in June 2022. The Academy therefore has security of tenure with confirmed rent payments as well as rental income until December 2026. In addition, the Academy entered into a summer sublease whilst the Oxford programmes were underway, yielding additional rental income.

Fees for all our programmes are invoiced in US dollars and therefore the current trajectory of the US dollar to sterling exchange rate, will give rise to significant exchange gains as well as making the UK more attractive to students as a place of study.

The Board has always taken a cautious view when considering the financial outlook for the Academy, a view which has served it well and has ensured that the Academy finds itself emerging from the pandemic with a sound reserve base. Looking forward to 2024/25 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future.

(iii) Income

Income including fees received from programmes, donations, investment income and rental income is recognised in the period in which it is earned and expenditure in the period in which it is incurred. Fees received for courses held in the following period are shown as fees received in advance. Non-redeemable application fees are recognised on a receipt basis. All income relates to activities taking place in the UK. Income in respect of fees is shown gross of scholarships granted. Fees received from programmes includes funding due from Sarah Lawrence College in accordance with the agreement for the co-sponsorship of the London Theatre Program.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met, and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

(iv) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include the audit fee.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2024

(v) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of Academy. Designated funds are unrestricted funds of the Academy which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Academy's work or for specific projects being undertaken by the Academy.

(vi) Tangible and Intangible fixed assets and depreciation and amortisation

All fixed assets are initially recorded at cost. Depreciation is provided on all assets at rates calculated to write off the cost of each asset, less their residual values, over its expected useful life as follows:

Equipment, furniture and fittings	- 25% straight line
Leasehold costs	- over the term of the lease
Branding and website	- 25% straight line

Assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments in the SOFA. A full year of depreciation is provided in the year of acquisition and none in the year of disposal.

(vii) Assets in the course of construction

Assets in the course of construction are stated at cost. These assets are not depreciated until they are available for use and are reviewed for impairment at each reporting date.

(viii) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

(ix) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Bank borrowings are initially recognised at the fair value net of any transaction costs directly attributable to the issue of the borrowing instrument. They are then subsequently measured at amortised cost.

(x) Financial instruments

The Academy only has financial assets and financial liabilities of a kind that qualify as basic financial instruments under Section 11 of FRS 102. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(xi) Operating leases

Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

(xii) Foreign currency transactions

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction, all differences being taken to the income and expenditure account. All balances at the year-end are translated at the rate ruling at the balance sheet date.

(xiii) Pension scheme

The company operates a defined contribution scheme. Contributions to the scheme are charged to the Statement of Financial Activities in the accounting period to which they relate.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2024

(xxiv) Termination benefits

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(xxv) Critical judgment and estimates

Estimates, assumptions and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Significant areas of estimates and judgements includes provisions, and these have been established for the cost of returning the building back to its original condition and for the redecoration costs as required by the lease agreement. These are estimated based on the best information available, and historical information where available.

3. Investment income	2024	2023
	£	£
Bank interest receivable	4,485	1,788
Rental income	200,407	136,294
	<u>204,892</u>	<u>138,082</u>

Of the investment income received in the year £nil (2023: £nil) was in respect of restricted funds and £nil (2023: £nil) in respect of designated funds.

4. Charitable activities	2024	2023
	£	£
<i>Direct costs</i>		
Scholarships and grants	168,182	203,183
Accommodation	815,965	761,650
College fees and rebates	13,462	13,077
Teachers	261,953	298,906
Productions	99,392	100,709
Excursions	31,303	46,163
Other course expenses	24,662	35,277
Administrative staff costs	376,509	327,547
Property expenses	530,119	487,098
Travel expenses	26,690	16,327
Office costs	23,503	24,593
Professional fees	12,974	14,939
Marketing	114,557	80,096
Depreciation	23,193	13,762
Bank & credit card charges	30,177	25,846
Foreign exchange gain	(17,155)	(29,373)
Other expenses	13,244	11,480
	<u>2,548,730</u>	<u>2,431,280</u>
<i>Governance costs</i>		
Professional fees	-	3,860
Audit fees	24,600	22,500
	<u>24,600</u>	<u>26,360</u>
Advancement of education costs	<u>2,573,330</u>	<u>2,457,640</u>

Of the total expenditure on the advancement of education for the year of £2,573,330 (2023: £2,457,640), £10,769 (2023: £22,538) was from restricted funds and £39,000 (2023: £46,000) was from designated funds.

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2024

5. Staff costs and Trustees' remuneration

	2024	2023
	£	£
Salaries	343,871	317,982
Social security costs	34,202	29,652
Pension costs	14,236	12,105
	<u>392,309</u>	<u>359,739</u>

There were 1 (2023 - 2) employees with emoluments greater than £80,000 but less than £90,000, for whom pension costs of £4,093 (2023 - £8,194) were paid.

The key management personnel of the charity during the year comprised the Managing Director, the Dean and the Finance Director. The total employee benefits of the key management personnel of the charity were £249,856 (2023 - £239,845). The employer's national insurance contributions in respect of the key management personnel were £25,785 (2023 - 25,983).

In addition, travel costs of £517 (2023 - £354) were reimbursed to 3 (2023 - 3) Trustees.

5a. Staff numbers

There were 8 employees (2023 - 7) to whom retirement benefits were accruing under a money purchase scheme.

The average number of full time equivalent employees during the year were as follows:

	2024	2023
	No.	No.
Administrative	8	7
	<u> </u>	<u> </u>

6. Net income/(expenditure) for the year

Net income/(expenditure) for the year is stated after charging;	2024	2023
	£	£
Operating leases – property rentals	328,968	304,670
Depreciation	23,193	13,762
Auditor's remuneration – external audit	24,600	22,500
Auditor's remuneration – non audit services	-	2,340
	<u> </u>	<u> </u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2024

7. Tangible fixed assets

	Leasehold costs	Equipment, furniture & fittings	Total
	£	£	£
Cost:			
At 1 st May 2023	49,522	61,445	110,967
Additions	-	49,382	49,382
Disposals	-	(4,920)	(4,920)
	<u>49,522</u>	<u>105,907</u>	<u>155,429</u>
At 30th April 2024	<u><u>49,522</u></u>	<u><u>105,907</u></u>	<u><u>155,429</u></u>
Depreciation:			
At 1 st May 2023	19,808	39,839	59,647
Charge for the year	9,906	13,287	23,193
Disposals	-	(4,920)	(4,920)
	<u>29,714</u>	<u>48,206</u>	<u>77,920</u>
At 30th April 2024	<u><u>29,714</u></u>	<u><u>48,206</u></u>	<u><u>77,920</u></u>
Net book values:			
At 30th April 2024	<u><u>19,808</u></u>	<u><u>57,701</u></u>	<u><u>77,509</u></u>
At 30th April 2023	<u><u>29,714</u></u>	<u><u>21,606</u></u>	<u><u>51,320</u></u>

8. Intangible fixed assets

	Rebranding and Website	Total
	£	£
Cost:		
At 1 st May 2023	-	-
Additions	32,445	32,445
	<u>32,445</u>	<u>32,445</u>
At 30th April 2024	<u><u>32,445</u></u>	<u><u>32,445</u></u>
Depreciation:		
At 1 st May 2023	-	-
Charge for the year	-	-
	<u>-</u>	<u>-</u>
At 30th April 2024	<u><u>-</u></u>	<u><u>-</u></u>
Net book values:		
At 30th April 2024	<u><u>32,445</u></u>	<u><u>32,445</u></u>
At 30th April 2023	<u><u>-</u></u>	<u><u>-</u></u>

Costs incurred in the year included under the heading rebranding and website are held as assets under the course of construction.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2024

9. Debtors: amounts receivable within one year	2024	2023
	£	£
Sarah Lawrence College	275,917	165,394
Prepayments and accrued income	240,239	588,664
Fee debtors	246	753
	<u>516,402</u>	<u>754,811</u>

Sarah Lawrence College accredits the London Theatre Programme and administers the applications process.

10. Creditors: amounts falling due within one year	2024	2023
	£	£
Bank loans	-	10,000
Trade creditors	47,415	468,166
Taxation and social security	15,727	5,586
Fees invoiced in advance (see note 12)	255,448	160,241
Accruals and deferred income	106,430	77,830
Other creditors	2,192	8,495
	<u>427,212</u>	<u>730,319</u>

Included within other creditors are amounts totalling £1,009 (2023 £1,966) in respect of outstanding pension contributions. Deferred income represents rent received in advance and totals £20,125 (2023: £18,688).

11. Creditors: amounts falling due after one year	2024	2023
	£	£
Bounceback loan – 2 to 5 years	-	30,000
	<u>-</u>	<u>30,000</u>

The loan was repaid in full on 27th September 2023.

12. Fees invoiced in advance	2024	2023
	£	£
Balance at 1st May	160,241	426,153
Fees invoiced in respect of following year	255,448	160,241
Released to Statement of Financial Activities	(160,241)	(426,153)
Balance at 30 th April	<u>255,448</u>	<u>160,241</u>

Fees invoiced in advance represent fees received from students prior to the year end for the following summer's residential programmes.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2024

13. Provision for liabilities and charges	2024	2023
	£	£
Balance at 1st May	95,000	35,000
Charged to Statement of Financial Activities during the year	60,000	60,000
	<u>155,000</u>	<u>95,000</u>
Balance at 30th April	<u><u>155,000</u></u>	<u><u>95,000</u></u>

The external redecorations provision relates to quinquennial repainting work required to be undertaken by the Academy under the terms of the lease, arising over the period of the tenancy and relating to general wear and tear.

During the prior year, a dilapidations provision was established to cover refurbishment costs should BADA relocate at the end of its lease.

	External redecorations £	Dilapidations £	Total £
At 1 st May 2023	70,000	25,000	95,000
Charged to Statement of Financial Activities	35,000	25,000	60,000
	<u>105,000</u>	<u>50,000</u>	<u>155,000</u>
At 30 th April 2024	<u><u>105,000</u></u>	<u><u>50,000</u></u>	<u><u>155,000</u></u>

14. Reconciliation of movements on funds

	Balance 1st May 2023 £	Movements in resources Income £	Expenditure £	Balance at 30th April 2024 £
Unrestricted funds:				
Unrestricted General Fund	989,855	2,877,235	(2,523,561)	1,343,529
Designated Scholarship fund	28,422	14,000	(39,000)	3,422
Restricted Funds:				
Restricted Scholarship Fund	11,085	5,385	(10,769)	5,701
Total	<u>1,029,362</u>	<u>2,896,620</u>	<u>(2,573,330)</u>	<u>1,352,652</u>

Designated Scholarship Fund

This is an unrestricted designated fund comprising funds the Trustees have set aside from the General Fund to contribute to the cost of scholarships awarded and supporting specific programmes. Scholarships are awarded to individuals at the discretion of the Academy.

Restricted Scholarship Fund

This is a restricted fund containing donations made to the Academy specifically to fund scholarships to students.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2024

15. Analysis of net assets between funds

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	109,954	-	-	109,954
Current assets	1,815,787	3,422	5,701	1,824,910
Current liabilities	(427,212)	-	-	(427,212)
Provisions and long term liabilities	(155,000)	-	-	(155,000)
Net assets at 30th April 2024	<u>1,343,529</u>	<u>3,422</u>	<u>5,701</u>	<u>1,352,652</u>

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	51,320	-	-	51,320
Current assets	1,793,854	28,422	11,085	1,833,361
Current liabilities	(730,319)	-	-	(730,319)
Provisions	(125,000)	-	-	(125,000)
Net assets at 30th April 2023	<u>989,855</u>	<u>28,422</u>	<u>11,085</u>	<u>1,029,362</u>

16. Operating lease commitments

	2024	2023
	£	£
The total future minimum lease payments under non-cancellable operating leases for land and building are:		
within one year	350,000	333,334
between one and five years	<u>583,333</u>	<u>933,333</u>
The total future minimum rental income under the sub-lease of the building are:		
within one year	112,700	107,333
between one and five years	<u>187,833</u>	<u>300,533</u>

The license to sublease a portion of the premises runs in conjunction with the primary building lease.

17. Taxation

The company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

18. Capital commitments.

There are capital commitments of £13,904 as at 30th April 2024 (2023: £nil).

Accounts

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)
Registered Charity No. 291796
Registered Company No. 1828640

Statement of accounts

for the year ended

30th April 2023

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees of the British American Drama Academy (which also operates under the name of BADA) presents its annual report and audited financial statements for the year ended 30 April 2023.

Reference and administrative details**Trustees**

Z. Ashcroft
 L. Carlston
 L. Chantal
 C. Cook (Resigned 27 June 2022)
 O. Ewedami
 V. Fitzpatrick (Appointed 26 September 2022)
 D. Gelon
 R. Hogarth
 M. John
 R. Johnson (Chair, Appointed 26 June 2023)
 S. Joshi (Appointed 26 September 2022)
 J. Lu (Appointed 26 September 2022)
 M. Trueman (Appointed 26 September 2022)
 M. Whitlum-Cooper (Interim Chair, Resigned 26 June 2023)
 M. Whittaker

Key management

Dr. L Franke - Managing Director
 E. Roberts - Dean (Resigned 31 August, 2023)
 B. Naylor – Dean (Appointed 1 September 2023)
 H. Ainsworth FCA – Finance Director (resigned November 2022)
 R. Paul FCCA – Finance Director (appointed January 2023)

Registered and Principal office

14 Gloucester Gate
 Regents Park
 London
 NW1 4HG

Auditor

RSM UK Audit LLP
 Chartered Accountants
 Portland
 25 High Street
 Crawley
 West Sussex
 RH10 1BG

Bankers

Virgin Money
 154 – 158 Kensington High Street
 London
 W8 7RL

Solicitors

Winston & Strawn London LLP
 100 Bishopsgate,
 London
 EC2N 4AG

RLS law
 Suite 30-33
 The Hop Exchange
 24 Southwark Street
 London
 SE1 1TY

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Structure, governance and management

The Academy is a company limited by guarantee, registered in England and Wales No. 1828640, governed by its Articles of Association dated 23rd April 2018. It is a registered charity in England and Wales No. 291796.

The Board of Trustees is responsible for the governance of the Academy. Its members act both as Trustees of the Charity and Directors of the Company. It meets at least every four months to fulfil its governance responsibilities. Management of the Academy is delegated to a small Executive team, under the leadership of the Managing Director working in close cooperation with the Dean and the Finance Director, reporting to the Trustees regularly.

The Board of Trustees has established three principal committees to discharge functions relating to the administration and management of the Academy:

- Finance & General Purposes Committee which meets at least every four months. Members are Richard Johnson, Maggie Whitlum, Zoe Ashcroft, Ruth Hogarth and Wendy Lu. Malcolm John attends as required as Chair of Trustee Recruitment.
- Academic and Artistic Committee which meets at least twice a year. Members are Louise Chantal, Ruth Hogarth, Matt Trueman, Victoria Fitzpatrick and Donna Vinter (External Advisor).
- Fundraising Committee which meets at least every four months. Members are Lydia Carlston, Diane Gelon, Richard Johnson, Samir Joshi, Maggie Whitlum and Melanie Whittaker.

We also have a BADA Council which retains the wisdom and goodwill of our past Governors and Associate Artists.

Public benefit disclosures

Providing access to financial aid is seen as an integral part of the recruitment process and particular attention is paid to ensuring that gifted students are given assistance to enable them to attend the courses. The Trustees have considered the impact of the public benefit requirement including the guidance issued by the Charity Commission and believe that the Academy meets the tests. BADA has always sought to attract those who cannot afford the fees charged, by the provision of scholarships and financial aid.

The Fundraising Committee established in early 2022 aims to raise \$1.7 million to fund 30 full scholarships for underprivileged students to study at BADA over the coming years. The Board actioned a formal research project undertaken by Helen Brown Group into individual donor prospects, which was completed in Autumn 2022. Additional identification of donor prospects through network mapping is ongoing.

Financial aid awards made in the year were £203,183 (2022: £99,146).

Objectives and activities

The objects, as detailed in the Articles of Association, include: the advancement of education and the benefit of the community by stimulating and giving instruction in all aspects of the performing and theatrical arts; to establish, maintain and support courses for those who meet the Academy's criteria for participation; and to provide financial assistance to enable attendance.

The Academy seeks to achieve these aims through its short residential programs in London and Oxford and its Fall and Spring Term courses in London, the London Theatre Program (LTP), which is co-sponsored by Sarah Lawrence College in New York. A formal agreement between the Academy and Sarah Lawrence College sets out the sharing and distribution of the program resources. Links with major universities and colleges in the United States of America, together with a policy of auditioning all prospective students ensure a high standard of those attending the courses. Particular attention is paid to the overall experience enjoyed by the students. This also serves to encourage word of mouth promotion by alumni and teachers which is seen as one of the Academy's strengths, evidenced by the high level of interest in the programs encountered by our representatives as they visit colleges in the USA.

Achievements and performance

Having been unable to run our Oxford programmes in 2021, due to the restrictions on international travel as a result of the Covid-19 pandemic, we were delighted to resume these programs in 2022. These programs saw 126 students across the Midsummer in Oxford and Midsummer Conservatory, compared to 112 in 2019, which was the last time these programs took place.

The London Theatre Program (LTP) also saw near record numbers for the semester long programmes, with 34 students in the Fall 2022 and 44 in the Spring 2023.

For the first time, the Academy established a Greek Theatre programme which took place across London, Oxford and Athens and was attended by 18 students.

These strong student numbers highlights the appetite of students for international study in a post pandemic world.

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Financial review

Income from our programs for the year was £2,729,561 (2022: £1,635,289). The Academy made a healthy surplus for the year of £442,287 (2022: £197,371). Total unrestricted reserves at 30th April 2023 were £1,018,277 (2022: £564,536) representing a return to the levels seen prior to the Covid-19 pandemic.

Key risks and uncertainties disclosures

The major risks to the Academy are kept under frequent review and addressed as necessary. As most of the Academy's students are from the United States of America, international events and economic downturns could adversely affect student numbers. The risk of a significant and unforeseen reduction in student numbers was brought into sharp focus by the impact of the COVID-19 pandemic and the loss, over an 18 month period, of the LTP program for one academic year and the Oxford programs for the summers for 2020 and 2021, and the consequent loss of income.

The Trustees consider that the principal risks and uncertainties facing the Academy are as follows:

- unforeseen reduction in student numbers;
- maintenance of reputation;
- effect of exchange rate changes.

The Academy's financial risk management objectives are to ensure funding resources and to continue to monitor costs and student numbers. The Board regularly reviews budgets, forecasts and currency exposure. The Board continues to work closely with the BADA management to ensure detailed and robust financial planning.

Plans for future periods

In May 2023 we welcomed the first students and theatre practitioners, 15 in total, to our Black British Theatre (BBT) program, a month-long summer program. This program provided an overview of contemporary Black British theatre and performance. Play texts by major Black British Writers such as Roy Williams, Winsome Pinnock and Debbie Tucker Green, were analysed from social and cultural contexts framed by theories of identity, representation, nationalism, race, gender, sexuality and class. Twice weekly theatre trips combined with masterclasses from major influencers in contemporary theatre broadened the contexts of the program. Across the 15 students, £11,350 was awarded in financial aid.

In July 2023, we welcomed a total of 95 students to our Midsummer in Oxford (MIO) residential summer programs in Oxford as well as 22 students to our Midsummer Conservatory Program (MCP) program, which was held for the first time at St Mary's University, Twickenham.

The Fall semester of the LTP is already in full swing and we have 42 students in attendance as of 11 September. Applications are now open for the Spring 2024 semester, with 37 students currently enrolled. The application window is due to close 15 October 2023.

Applications are open to our Greek Theatre Program 2024, a month-long summer three centre (London, Greece, Oxford) program, dedicated to exploring the performance and reception of ancient drama. This intense, interdisciplinary course not only combines performance and academic research to immerse participants in the world of the classical Greek theatre but also includes the unique opportunity to explore multiple ancient sites and to visit archives and exhibits normally reserved for scholars. The program was extremely successful both from feedback received from the participants and financially.

Supporting students through the provision of scholarships remains a key focus of BADA's activities. The Fundraising Committee, as a formal subcommittee of the Board, aims to provide resource and support as BADA moves forwards in its ambitions for fundraising on a larger scale.

As of 1st September 2023, BADA appointed a new Dean, Ben Naylor, following a wide national and international search for a suitable successor to the outgoing Dean.

Going Concern

In terms of exposure to the impact of inflation on our overheads, the Academy's most significant overheads are salary and property costs. Any increases in salary costs will be managed internally. The five year lease of the premises at Gloucester Gate was renewed in December 2021 with the leading childcare provider who sublet part of the premises renewing their sublease in June 2022. We therefore have security of tenure and confirmed rent payments as well as rental income until December 2026. We have fixed price contracts with our energy providers, with that for gas expiring in September 2023 and that for electricity in October 2024. The Academy is therefore protected as well as it can be from the impact of the current inflation forecasts.

REPORT OF THE BOARD OF TRUSTEES

Exposure to the exchange rate fluctuation is one of Academy's key risks as identified by the Board with fees for our programmes being invoiced and received in US dollars. The current trajectory of the US dollar to sterling exchange rate, hitting a 35 year low, will give rise to significant exchange gains as well as making the UK more attractive to students as a place of study.

The Board has always taken a cautious view when considering the financial outlook for the Academy, a view which has served it well and has ensured that the Academy finds itself emerging from the pandemic with a sound reserve base. Looking forward to 2023/24 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future

Reserves

The Academy's unrestricted reserves at 30 April 2023 were £1,018,277 (2022 - £564,536) including £28,422 (2022: £53,422) designated funds, representing approximately six months of the Academy's general overheads. Unrestricted reserves pre pandemic stood at £877,576, a sound base which enabled the Academy to meet its financial obligations over the intervening period.

Equal opportunities

The Academy is deeply committed to equality of opportunity for staff and students alike. Its vision is to enable US and other international students to participate fully in our courses, irrespective of barriers they may face linked to ethnicity, class, disability, gender, sexuality, socioeconomic or any other.

In response to the Black Lives Matter movement in June 2020 the Academy established a Diversity Action Group comprising staff, members of faculty and alumni to review all current policies and practices to ensure that BADA is at the forefront of change and inclusion. Since then, the Academy has taken steps towards fulfilling this commitment including, but not limited to, introducing mandatory and ongoing unconscious bias diversity training for trustees, staff and faculty; the successful appointment of eight new trustees to the Board increasing the diversity of voices governing the organisation; reviewing and updating our offer to students on existing courses and creating the new Black British Theatre program; developing fruitful relationships with external JEDI (Justice, Equity, Diversity and Inclusion) consultants and diverse theatre organisations to advise us and to inform the changes we are making.

BADA continues to invest in maintaining and upgrading its premises to improve access.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the British American Drama Academy for the purpose of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standard have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

REPORT OF THE BOARD OF TRUSTEES

Disclosure of information to auditor

The Trustees confirm that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware. They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

RSM UK Audit LLP is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Small companies' exemptions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees on 4 Dec 2023 and signed on their behalf by

A handwritten signature in black ink, appearing to read 'Richard D. Johnson', with a long horizontal flourish extending to the right.

R Johnson
Chair

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF BRITISH AMERICAN DRAMA ACADEMY

(continued)

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 5, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Charities Act 2011 and the charity's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
BRITISH AMERICAN DRAMA ACADEMY**

(continued)

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Zoe Longstaff-Tyrrell (Statutory Auditor)

For and on behalf of RSM UK Audit LLP

Chartered Accountants

Portland

25 High Street

Crawley

West Sussex

RH10 1BG

Date 05/12/23

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30th April 2023

	<i>Notes</i>	Unrestricted General £	Designated £	Restricted £	Total 2023 £	Total 2022 £
Income and Endowments from:						
Charitable Activities: Fees received		2,729,561	-	-	2,729,561	1,635,289
Investment income	3	138,082	-	-	138,082	167,806
Other income		200	21,000	11,084	32,284	28,519
Total incoming resources		<u>2,867,843</u>	<u>21,000</u>	<u>11,084</u>	<u>2,899,927</u>	<u>1,831,614</u>
Expenditure on charitable activities:						
Advancement of education	4	2,389,102	46,000	22,538	2,457,640	1,634,243
Total resources expended		<u>2,389,102</u>	<u>46,000</u>	<u>22,538</u>	<u>2,457,640</u>	<u>1,634,243</u>
Net income/(expenditure) and net movement in funds for the year						
	6	478,741	(25,000)	(11,454)	442,287	197,371
Reconciliation of funds:						
Total funds brought forward		511,114	53,422	22,539	587,075	389,704
Total funds carried forward	13,14	<u>989,855</u>	<u>28,422</u>	<u>11,085</u>	<u>1,029,362</u>	<u>587,075</u>

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

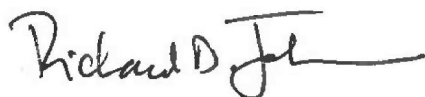
BALANCE SHEET AT 30th April 2023

	Notes	£	2023 £	£	2022 £
FIXED ASSETS					
Tangible assets	7		51,320		46,531
			<u>51,320</u>		<u>46,531</u>
CURRENT ASSETS					
Debtors	8		754,811		551,703
Cash at bank and in hand			1,078,550		986,213
			<u>1,833,361</u>		<u>1,537,916</u>
CREDITORS: amounts falling due within one year	9	(730,319)		(922,372)	
NET CURRENT ASSETS			<u>1,103,042</u>		<u>615,544</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
			1,154,362		662,075
CREDITORS: amounts falling due within one year	10	(30,000)		(40,000)	
PROVISION FOR LIABILITIES	12	(95,000)		(35,000)	
			<u>1,029,362</u>		<u>587,075</u>
NET ASSETS					
			<u>1,029,362</u>		<u>587,075</u>
FUNDS OF THE CHARITY:					
<i>Unrestricted Funds:</i>					
Unrestricted general fund			989,855		511,114
Designated Scholarship Fund			28,422		53,422
<i>Restricted Funds:</i>					
Restricted Scholarship Fund			11,085		22,539
TOTAL FUNDS	13, 14		<u>1,029,362</u>		<u>587,075</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes at pages 12 to 19 form part of these accounts.

Approved and authorised for issue by the Board of Trustees on 4 Dec. 2023 and signed on their behalf by



R Johnson
Chair

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF CASHFLOWS AT 30th April 2023

	£	2023 £	£	2022 £
Cash flows from operating activities:				
Net income for the reporting period		442,287		197,371
Adjustments for:				
Depreciation		13,762	12,820	
Interest and rental income		(138,082)	(167,806)	
(Increase) in debtors		(203,108)	(447,650)	
(Decrease) / Increase in creditors		(192,053)	812,702	
Increase / (Decrease) in provision		60,000	(115,000)	
		<u> </u>	<u> </u>	
Net cash used in operating activities		(459,481)		95,066
Cash flows from investing activities:				
Interest receivable		1,788	190	
Rental income		136,294	167,616	
Purchase of tangible fixed assets	7	(18,551)	(54,009)	
		<u> </u>	<u> </u>	
Net cash provided by investing activities		119,531		113,797
Cash flows from financing activities:				
Bounceback loan		(10,000)	-	
		<u> </u>	<u> </u>	
Net cash provided by financing activities		(10,000)		-
		<u> </u>	<u> </u>	
Change in cash and cash equivalents in the reporting period		92,337		406,234
Cash and cash equivalents at 1st May	(i)	986,213		579,979
		<u> </u>		<u> </u>
Cash and cash equivalents at 30th April	(i)	1,078,550		986,213
		<u> </u>		<u> </u>

(i) **Analysis of changes in net debt**

	At 1 May 2022 £	Cashflows £	Non Cashflows £	At 30 April 2023 £
Cash and Cash Equivalents				
Cash	986,213	92,337	-	1,078,550
	<u>986,213</u>	<u>92,337</u>	<u>-</u>	<u>1,078,550</u>
Borrowings				
Debt due within one year	(10,000)	10,000	(10,000)	(10,000)
Debt due after one year	(40,000)	-	10,000	(30,000)
	<u>(50,000)</u>	<u>10,000</u>	<u>-</u>	<u>(40,000)</u>
Total	<u>936,213</u>	<u>102,337</u>	<u>-</u>	<u>1,038,550</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2023

1. Constitution

British American Drama Academy, a registered charity, is a company limited by guarantee not having a share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of its winding up.

2. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(i) Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

British American Drama Academy meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

(ii) Going concern

The year to 30th April 2023 commenced much more positively than the prior two years, seeing both strong student numbers on the LTP as well as a return to the Oxford programmes following a two year hiatus as a result of the Covid-19 pandemic. In addition, we were able to run the Greek Theatre programme for the first time in Summer 2022. The positive outcome of increased student numbers and a return to a more normal post pandemic world is evident from our results for the financial year under review.

Property and staffing are the Academy's most significant overhead costs. Any increases in staffing costs will be managed internally. The leading childcare provider who sublet part of the premises renewed their sublease in June 2022. The Academy therefore has security of tenure with confirmed rent payments as well as rental income until December 2026. With fixed price contracts from our energy providers not due to expire until the autumn of 2023 at the earliest, the trustees considers that the Academy is as protected as it can be from the impact of the current inflation forecasts.

Fees for all our programmes are invoiced in US dollars and therefore the current trajectory of the US dollar to sterling exchange rate, hitting a 35 year low, will give rise to significant exchange gains as well as making the UK more attractive to students as a place of study.

The Board has always taken a cautious view when considering the financial outlook for the Academy, a view which has served it well and has ensured that the Academy finds itself emerging from the pandemic with a sound reserve base. Looking forward to 2023/24 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future.

(iii) Income

Income including fees received from programmes, donations, investment income and rental income is recognised in the period in which it is earned and expenditure in the period in which it is incurred. Fees received for courses held in the following period are shown as fees received in advance. Non-redeemable application fees are recognised on a receipt basis. All income relates to activities taking place in the UK. Income in respect of fees is shown gross of scholarships granted. Fees received from programmes includes funding due from Sarah Lawrence College in accordance with the agreement for the co-sponsorship of the London Theatre Program.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met, and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2023

(iv) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include the audit fee.

(v) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of Academy. Designated funds are unrestricted funds of the Academy which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Academy's work or for specific projects being undertaken by the Academy.

(vi) Fixed assets and depreciation

All fixed assets are initially recorded at cost. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset, less their residual values, over its expected useful life as follows:

Equipment, furniture and fittings	- 25% straight line
Leasehold costs	- over the term of the lease

Assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments in the SOFA. A full year of depreciation is provided in the year of acquisition and none in the year of disposal.

(vii) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

(viii) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Bank borrowings are initially recognised at the fair value net of any transaction costs directly attributable to the issue of the borrowing instrument. They are then subsequently measured at amortised cost.

(ix) Financial instruments

The Academy only has financial assets and financial liabilities of a kind that qualify as basic financial instruments under Section 11 of FRS 102. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(x) Operating leases

Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

(xi) Foreign currency transactions

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction, all differences being taken to the income and expenditure account. All balances at the year-end are translated at the rate ruling at the balance sheet date.

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2023

(xii) Pension scheme

The company operates a defined contribution scheme. Contributions to the scheme are charged to the Statement of Financial Activities in the accounting period to which they relate.

(xiii) Termination benefits

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(xiv) Critical judgment and estimates

Estimates, assumptions and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Significant areas of estimates and judgements includes provisions, and these have been established for the cost of returning the building back to its original condition and for the redecoration costs as required by the lease agreement. These are estimated based on the best information available, and historical information where available.

3. Investment income	2023	2022
	£	£
Bank interest receivable	1,788	190
Rental income	136,294	167,616
	<u>138,082</u>	<u>167,806</u>

Of the investment income received in the year £nil (2022: £nil) was in respect of restricted funds and £nil (2022: £nil) in respect of designated funds.

4. Charitable activities	2023	2022
	£	£
<i>Direct costs</i>		
Scholarships and grants	203,183	99,146
Accommodation	761,650	361,757
College fees and rebates	13,077	-
Teachers	298,906	191,802
Productions	100,709	90,856
Excursions	46,163	16,299
Other course expenses	35,277	21,781
Administrative staff costs	327,547	235,180
Property expenses	487,098	485,701
Travel expenses	16,327	4,719
Office costs	24,593	20,358
Professional fees	14,939	22,209
Marketing	80,096	56,224
Depreciation	13,762	12,820
Bank & credit card charges	25,846	8,871
Foreign exchange gain	(29,373)	(21,871)
Other expenses	11,480	8,591
	<u>2,431,280</u>	<u>1,614,443</u>

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2023

4. Charitable activities (continued)

<i>Governance costs</i>		
Professional fees	3,860	-
Audit fees	22,500	19,800
	<u>26,360</u>	<u>19,800</u>
Advancement of education costs	<u>2,457,640</u>	<u>1,634,243</u>

Of the total expenditure on the advancement of education for the year of £2,457,640 (2022: £1,634,243), £22,538 (2022: £2,100) was from restricted funds and £46,000 (2022: £1,697) was from designated funds.

5. Staff costs and Trustees' remuneration

	2023	2022
	£	£
Salaries	317,982	242,121
Social security costs	29,652	21,792
Pension costs	12,105	8,586
	<u>359,739</u>	<u>272,499</u>

There were 2 (2022 - 2) employees with emoluments greater than £80,000 but less than £90,000, for whom pension costs of £8,194 (2022 - £7,240) were paid.

The key management personnel of the charity during the year comprised the Managing Director, the Dean and the Finance Director. The total employee benefits of the key management personnel of the charity were £239,845 (2022 - £213,318). The employer's national insurance contributions in respect of the key management personnel were £25,983 (2022 - 21,905).

There were 0 (2022 - 1) Trustees as who received remuneration from the Academy which was wholly earned in their capacity as a teacher. The fees were paid under the legal authority within the Charities Act 2011. There were no amounts outstanding at 30 April 2023 (2022 - £nil).

	2023	2022
	£	£
C. Cook	1,380	1,199

In addition, travel costs of £354 (2022 - £nil) were reimbursed to 3 (2022 - nil) Trustees.

5a. Staff numbers

There were 7 employees (2022 - 6) to whom retirement benefits were accruing under a money purchase scheme.

The average number of full time equivalent employees during the year were as follows:

	2023	2022
	No.	No.
Administrative	<u>7</u>	<u>6</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2023

6. Net income/(expenditure) for the year

Net income/(expenditure) for the year is stated after charging:	2023	2022
	£	£
Operating leases – property rentals	304,670	312,152
Depreciation	13,762	12,820
Auditor's remuneration – external audit	22,500	19,800
Auditor's remuneration – non audit services	2,340	-
	<u>342,272</u>	<u>354,772</u>

7. Tangible fixed assets

	Leasehold costs £	Equipment, furniture & fittings £	Total £
Cost:			
At 1st May 2022	49,522	42,894	92,416
Additions	-	18,551	18,551
At 30th April 2023	<u>49,522</u>	<u>61,445</u>	<u>110,967</u>
Depreciation:			
At 1st May 2022	9,904	35,981	45,885
Charge for the year	9,904	3,858	13,762
At 30th April 2023	<u>19,808</u>	<u>39,839</u>	<u>59,647</u>
Net book values:			
At 30th April 2023	<u>29,714</u>	<u>21,606</u>	<u>51,320</u>
At 1st May 2022	<u>39,618</u>	<u>6,913</u>	<u>46,531</u>

8. Debtors: amounts receivable within one year

	2023	2022
	£	£
Sarah Lawrence College	165,394	21,383
Prepayments and accrued income	588,664	530,320
Fee debtors	753	-
	<u>754,811</u>	<u>551,703</u>

Sarah Lawrence College accredits the London Theatre Programme and administers the applications process.

9. Creditors: amounts falling due within one year

	2023	2022
	£	£
Bank loans	10,000	10,000
Trade creditors	468,166	401,000
Taxation and social security	5,586	11,138
Fees invoiced in advance (see note 11)	160,241	426,153
Accruals and deferred income	77,830	68,692
Other creditors	8,495	5,390
	<u>730,319</u>	<u>922,372</u>

A coronavirus bounceback loan was secured in March 2021, it is repayable over 6 years from 1st May 2022 with an interest rate of 2.5%.

Included within other creditors are amounts totalling £1,966 (2022 £5,387) in respect of outstanding pension contributions.

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2023

10. Creditors: amounts falling due after one year	2023 £	2022 £
Bounceback loan – 2 to 5 years	30,000	40,000
	<u>30,000</u>	<u>40,000</u>

The loan was repaid in full on 27th September 2023.

11. Fees invoiced in advance	2023 £	2022 £
Balance at 1st May	426,153	27,539
Fees invoiced in respect of following year	160,241	398,614
Released to Statement of Financial Activities	(426,153)	-
Balance at 30 th April	<u>160,241</u>	<u>426,153</u>

Fees invoiced in advance represent fees received from students prior to the year end for the following summer's residential programmes.

12. Provision for liabilities and charges	2023 £	2022 £
Balance at 1st May	35,000	150,000
Charged to Statement of Financial Activities during the year	60,000	(115,000)
Balance at 30th April	<u>95,000</u>	<u>35,000</u>

The external redecorations provision relates to quinquennial repainting work required to be undertaken by the Academy under the terms of the lease, arising over the period of the tenancy and relating to general wear and tear.

During the year, a dilapidations provision was established to cover refurbishment costs should BADA relocate at the end of its lease.

	External redecorations £	Dilapidations £	Total £
At 1 st May 2022	35,000	-	35,000
Charged to Statement of Financial Activities	<u>35,000</u>	<u>25,000</u>	<u>60,000</u>
At 30 th April 2023	<u>70,000</u>	<u>25,000</u>	<u>95,000</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2023

13. Reconciliation of movements on funds

	Balance 1st May 2022 £	Movements in resources Income £	Expenditure £	Balance at 30th April 2023 £
Unrestricted funds:				
Unrestricted General Fund	511,114	2,867,843	(2,389,102)	989,855
Designated Scholarship fund	53,422	21,000	(46,000)	28,422
Restricted Funds:				
Restricted Scholarship Fund	22,539	11,084	(22,538)	11,085
Total	587,075	2,899,927	(2,457,640)	1,029,362

Designated Scholarship Fund

This is an unrestricted designated fund comprising funds the Trustees have set aside from the General Fund to contribute to the cost of scholarships awarded and supporting specific programmes. Scholarships are awarded to individuals at the discretion of the Academy.

Restricted Scholarship Fund

This is a restricted fund containing donations made to the Academy specifically to fund scholarships to students.

14. Analysis of net assets between funds

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	51,320	-	-	51,320
Current assets	1,793,854	28,422	11,085	1,833,361
Current liabilities	(730,319)	-	-	(760,319)
Provisions and long term liabilities	(125,000)	-	-	(95,000)
Net assets at 30th April 2023	989,855	28,422	11,085	1,029,362

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	46,531	-	-	46,531
Current assets	1,461,955	53,422	22,539	1,537,916
Current liabilities	(962,372)	-	-	(962,372)
Provisions	(35,000)	-	-	(35,000)
Net assets at 30th April 2022	511,114	53,422	22,539	587,075

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2023

15. Operating lease commitments	2023	2022
	£	£
The total future minimum lease payments under non-cancellable operating leases for land and building are:		
within one year	333,334	308,333
between one and five years	933,333	1,266,667
	<u> </u>	<u> </u>
The total future minimum rental income under the sub-lease of the building are:		
within one year	107,333	99,273
between one and five years	300,533	407,867
	<u> </u>	<u> </u>

The license to sublease a portion of the premises runs in conjunction with the primary building lease.

16. Taxation

The company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

17. Capital commitments.

There are no capital commitments in the current year (2022: £nil).

18. Related party transactions

During the year costs of £3,740 (2022: £nil) were incurred for room hire at the Oxford Playhouse. There was no balance outstanding at 30th April 2023 (2022: £nil). The Oxford Playhouse is considered to be a related party as Louise Chantal is a Trustee at the British American Drama Academy and was the Chief Executive of the Oxford Playhouse, having resigned on 26th May 2022.

Accounts

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)
Registered Charity No. 291796
Registered Company No. 1828640

Statement of accounts

for the year ended

30th April 2022

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees of the British American Drama Academy (which also operates under the name of BADA) presents its annual report and audited financial statements for the year ended 30 April 2022.

Reference and administrative details

Trustees

M. Boyle (Resigned 22 February 2022)
 Z. Ashcroft (Appointed 16 June 2021)
 L. Chantal
 C. Cook (Resigned 27 June 2022)
 O. Ewedemi (Appointed 16 June 2021)
 V. Fitzpatrick (Appointed 26 September 2022)
 D. Gelon
 R. Hogarth
 M. John (Appointed 16 June 2021)
 R. Johnson (Appointed 16 June 2021)
 S. Joshi (Appointed 26 September 2022)
 J. Lu (Appointed 26 September 2022)
 M. Trueman (Appointed 26 September 2022)
 M. Whitlum-Cooper (Interim Chair)
 M. Whittaker

Key management

Dr. L. Franke - Managing Director
 E. Roberts - Dean
 H. Ainsworth FCA – Finance Director

Registered and Principal office

14 Gloucester Gate
 Regents Park
 London
 NW1 4HG

Auditors

RSM UK Audit LLP
 Chartered Accountants
 STC House
 7 Elmfield Road
 Bromley
 Kent
 BR1 1LT

Bankers

Virgin Money
 154 – 158 Kensington High Street
 London
 W8 7RL

Solicitors

Winston & Strawn London LLP
 City Point, One Ropemaker Street
 London
 EC2Y 9AW

RLS law
 Suite 30-33
 The Hop Exchange
 24 Southwark Street
 London
 SE1 1TY

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Structure, governance and management

The Academy is a company limited by guarantee, registered in England and Wales No. 1828640, governed by its Articles of Association dated 23rd April 2018. It is a registered charity in England and Wales No. 291796.

The Board of Trustees is responsible for the governance of the Academy. Its members act both as Trustees of the Charity and Directors of the Company. It meets at least every four months to fulfil its governance responsibilities. Management of the Academy is delegated to a small Executive team, under the leadership of the Managing Director working in close cooperation with the Dean and the Finance Director, reporting to the Trustees regularly.

The Board of Trustees has established three principal committees to discharge functions relating to the administration and management of the Academy:

- Finance & General Purposes Committee which meets at least every four months. Members are Richard Johnson, Maggie Whitlum, Zoe Ashcroft and Ruth Hogarth. Marcus Boyle and Christopher Cook were also members of this committee until their resignation as trustees.
- Academic and Artistic Committee which meets at least twice a year. Members are Louise Chantal, Ruth Hogarth, Matt Trueman and Donna Vinter (External Advisor). Christopher Cook was also a member of this committee until his resignation as trustee.
- Fundraising Committee which meets at least every four months. Members are Lydia Carlston, Diane Gelon, Richard Johnson, Samir Joshi, Maggie Whitlum and Melanie Whittaker.

We also have a BADA Council which retains the wisdom and goodwill of our past Governors and Associate Artists.

Public benefit disclosures

Providing access to financial aid is seen as an integral part of the recruitment process and particular attention is paid to ensuring that gifted students are given assistance to enable them to attend the courses. The Trustees have considered the impact of the public benefit requirement including the guidance issued by the Charity Commission and believe that the Academy meets the tests. BADA has always sought to attract those who cannot afford the fees charged, by the provision of scholarships and financial aid.

In the pre-pandemic age, over two thirds of our students received financial aid ranging from full scholarships to smaller contributions. After a hiatus of eighteen months we welcomed back our first students in September 2021 for the Fall London Theatre Program. As we have moved through our program offering, the reduction suffered in our reserves has meant that we have had to reduce the financial aid available and currently just over half of our students have received scholarships of varying amounts. As we build back our reserves and commence on a scholarship fundraising program (see below) we believe that we will be in a position to increase the number of students in receipt of financial aid back to pre-pandemic levels.

Financial aid awards made in the year were £99,146 (2021: £nil).

Objectives and activities

The objects, as detailed in the Articles of Association, include: the advancement of education and the benefit of the community by stimulating and giving instruction in all aspects of the performing and theatrical arts; to establish, maintain and support courses for those who meet the Academy's criteria for participation; and to provide financial assistance to enable attendance.

The Academy seeks to achieve these aims through its residential summer programs in Oxford and Greece and its Fall and Spring Term courses in London, the London Theatre Program (LTP), which is co-sponsored by Sarah Lawrence College in New York. A formal agreement between the Academy and Sarah Lawrence College sets out the sharing and distribution of the program resources. Links with major universities and colleges in the United States of America, together with a policy of auditioning all prospective students ensure a high standard of those attending the courses. Particular attention is paid to the overall experience enjoyed by the students. This also serves to encourage word of mouth promotion by alumni and teachers which is seen as one of the Academy's strengths, evidenced by the high level of interest in the programs encountered by our representatives as they visit colleges in the USA.

Achievements and performance

Restrictions on international travel and the implications of social distancing meant that we were unable to run our Oxford programs in the summer of 2021. However, the roll-out of a vaccine programme on both sides of the Atlantic followed by the relaxation of travel and social distancing restrictions in July 2021, enabled us to open up our premises and welcome 31 students in September 2021 for the Fall semester of the LTP followed by a further 43 students for the Spring semester in January 2022, a record 74 students in total for the LTP. This compares to a total of 56 students for 2019/20 and 68 for 2018/19 highlighting the strength of the reputation that the Academy holds within the academic and professional theatre worlds.

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Financial review

Income from our programs for the year was £1,635,289 (2021: £224,164). Whilst we were unable to run any programs in the 2021 financial year our agreement with Sarah Lawrence College is structured in such a way the even with there being no students the College was required to provide us with some funding. The significant uplift in income for the year under review as a result of the re-opening of our doors to record student numbers for the LTP is clearly apparent and has a direct impact on our results for the year. The Academy made a surplus for the year of £197,371 (2021: deficit £499,411) heralding a momentous turn round in the Academy's fortunes and setting us firmly on the path to the rebuilding of our reserves.

Key risks and uncertainties disclosures

The major risks to the Academy are kept under frequent review and addressed as necessary. As most of the Academy's students are from the United States of America, international events and economic downturns could adversely affect student numbers. The risk of a significant and unforeseen reduction in student numbers has been brought into sharp focus by the impact of the COVID-19 pandemic and the loss, over an 18 month period, of the LTP program for one academic year and the Oxford programs for the summers for 2020 and 2021, and the consequent loss of income.

The Trustees consider that the principal risks and uncertainties facing the Academy are as follows:

- unforeseen reduction in student numbers;
- maintenance of reputation;
- effect of exchange rate changes.

The Academy's financial risk management objectives are to ensure funding resources and to continue to monitor costs. The Board regularly reviews budgets, forecasts and currency exposure. The due diligence of the Board in discharging its governance responsibilities has been brought to the fore by the COVID-19 pandemic as they have worked closely with the Executive to draw up and implement detailed financial plans to mitigate the impact of COVID-19. The results of the due diligence exercised by the Board are evident in the financial results for the year.

Plans for future periods

In June 2022 we welcomed the first students and theatre practitioners, 18 in total, to our Greek Theatre Program, a month long summer three centre (London, Greece, Oxford) program, dedicated to exploring the performance and reception of ancient drama. This intense, interdisciplinary course not only combines performance and academic research to immerse participants in the world of the classical Greek theatre but also includes the unique opportunity to explore multiple ancient sites and to visit archives and exhibits normally reserved for scholars. The program was extremely successful both from feedback received from the participants and financially. Applications for the 2023 program open in October 2022.

In July 2022, after having missed both summers of 2020 and 2021, we welcomed a total of 126 students to our residential summer programs in Oxford. Student numbers for the summer of 2019 were 112 and the post pandemic increase therefore affirms the demand for our programs and the high regard in which they are held, even more so after such a long period of being dark.

The Fall semester of the LTP is already in full swing and we have 34 students in attendance. Applications are now open for the Spring 2023 semester and 57 applications have been received to date, the highest ever number at this stage. The application window is due to close in mid October 2022.

Applications are also due to open in October for a new month long summer program, Black British Theatre. This program provides an overview of contemporary Black British theatre and performance. Play texts by major Black British Writers such as Roy Williams, Winsome Pinnock and Debbie Tucker Green, will be analysed from social and cultural contexts framed by theories of identity, representation, nationalism, race, gender, sexuality and class. Twice weekly theatre trips combined with masterclasses from major influencers in contemporary theatre will broaden the contexts of the program.

Supporting students through the provision of scholarships remains a key focus of BADA's activities. In 2021, BADA shared an ambitious case for support with its Board, whose goal is a target of \$1.7 million to fund 30 full scholarships for underprivileged students to study at BADA over the next three years. In early 2022 the Board created a Fundraising Committee as formal subcommittee of the Board to provide resource and support as BADA moves forwards in its ambitions for fundraising on a larger scale. Since then, a report into prospects at US trusts and foundations has been commissioned and completed by an external specialist. The Board has also actioned research into individual donor prospects which is ongoing.

REPORT OF THE BOARD OF TRUSTEES

Going Concern

The re-opening of our premises for the LTP in September 2021 signified the start of the Academy's comeback after having been prevented from running any of our programs for an 18 month period. We have now successfully run a complete cycle of our programmes including the new Greek Theatre Program, with greater student numbers in total than previously experienced which has a positive impact on the contribution from these programs to our results for the year. This pattern of increased student numbers appears to be repeating itself for the current LTP. The positive outcome of the increased student numbers on our programmes is evident from our results for the financial year under review.

In terms of exposure to the impact of inflation on our overheads, the Academy's most significant overheads are salary and property costs. Any increases in salary costs will be managed internally. The five year lease of the premises at Gloucester Gate was renewed in December 2021 with the leading childcare provider who sublet part of the premises renewing their sublease in June 2022. We therefore have security of tenure and confirmed rent payments as well as rental income until December 2026. We have fixed price contracts with our energy providers, with that for gas expiring in September 2023 and that for electricity in October 2024. The Academy is therefore protected as well as it can be from the impact of the current inflation forecasts.

Exposure to the exchange rate fluctuation is one of Academy's key risks as identified by the Board with fees for our programmes being invoiced and received in US dollars. The current trajectory of the US dollar to sterling exchange rate, hitting a 35 year low, will give rise to significant exchange gains as well as making the UK more attractive to students as a place of study.

The Board has always taken a cautious view when considering the financial outlook for the Academy, a view which has served it well and has ensured that the Academy finds itself emerging from the pandemic with a sound reserve base. Looking forward to 2023/24 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future.

Reserves

The Academy's unrestricted reserves at 30 April 2022 were £564,536 (2021 - £378,165) representing approximately six months of the Academy's general overheads. Unrestricted reserves pre pandemic stood at £877,576, a sound base which enabled the Academy to meet its financial obligations over the intervening period. The surplus for the year under review is the first step in the rebuilding of our accumulated reserves and will continue to be a priority of the Academy.

Equal opportunities

The Academy is deeply committed to equality of opportunity for staff and students alike. Its vision is to enable US and other international students to participate fully in our courses, irrespective of barriers they may face linked to ethnicity, class, disability, gender, sexuality, socioeconomic or any other.

In response to the Black Lives Matter movement in June 2020 the Academy established a Diversity Action Group comprising staff, members of faculty and alumni to review all current policies and practices to ensure that BADA is at the forefront of change and inclusion. Since then, the Academy has taken steps towards fulfilling this commitment including, but not limited to, introducing mandatory and ongoing unconscious bias diversity training for trustees, staff and faculty; the successful appointment of eight new trustees to the Board increasing the diversity of voices governing the organisation; reviewing and updating our offer to students on existing courses and creating the new Black British Theatre program; developing fruitful relationships with external JEDI consultants and diverse theatre organisations to advise us and to inform the changes we are making.

BADA continues to invest in upgrading its premises to improve access.

REPORT OF THE BOARD OF TRUSTEES

Statement of Trustees' responsibilities

The Trustees (who are also directors of the British American Drama Academy for the purpose of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standard have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

The Trustees confirm that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware. They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditors

RSM UK Audit LLP is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Small companies' exemptions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees on 20.10.22 and signed on their behalf by

M Whitum Cooper
Interim Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH AMERICAN DRAMA ACADEMY

Opinion

We have audited the financial statements of the British American Drama Academy (the 'charitable company') for the year ended 30th April 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows 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 FRS 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 charitable company's affairs as at 30 April 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- 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 charitable company 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 charitable company'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.

Other information

The other information comprises the information included in the Report of the Board of Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Board of Trustees. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 Report of the Board of Trustees, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Report of the Board of Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Report of the Board of Trustees.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BRITISH AMERICAN DRAMA ACADEMY
(continued)**

- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Board of Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 5 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BRITISH AMERICAN DRAMA ACADEMY**

(continued)

Use of our report

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

Helen Hunt

HELEN HUNT (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
STC House
7 Elmfield Road
Bromley
Kent
BR1 1LT

25/10/22

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30th April 2022

	<i>Notes</i>	Unrestricted General £	Designated £	Restricted £	Total 2022 £	Total 2021 £
Incoming resources:						
Investment income	3	167,806	0	0	167,806	121,192
Fees received		1,635,289	0	0	1,635,289	224,164
Other income		13,419	2,000	13,100	28,519	47,602
Total incoming resources		<u>1,816,514</u>	<u>2,000</u>	<u>13,100</u>	<u>1,831,614</u>	<u>392,958</u>
Resources expended						
Charitable activities:						
Advancement of education	4	1,630,446	1,697	2,100	1,634,243	892,369
Total resources expended		<u>1,630,446</u>	<u>1,697</u>	<u>2,100</u>	<u>1,634,243</u>	<u>892,369</u>
Net incoming/(outgoing) resources and net movement in funds for the year	6	186,068	303	11,000	197,371	(499,411)
Reconciliation of funds:						
Total funds brought forward		325,046	53,119	11,539	389,704	889,115
Total funds carried forward	13,14	<u>511,114</u>	<u>53,422</u>	<u>22,539</u>	<u>587,075</u>	<u>389,704</u>

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

BALANCE SHEET AT 30th April 2022

	Notes	£	2022 £	£	2021 £
FIXED ASSETS					
Tangible assets	7		46,531		5,343
			<u>46,531</u>		<u>5,343</u>
CURRENT ASSETS					
DEBTORS	8		551,703		104,053
CASH AND CASH EQUIVALENTS:					
Short term investments	9		-		-
Cash at bank and in hand			986,213		579,979
			<u>1,537,916</u>		<u>684,032</u>
CREDITORS: amounts falling due within one year	10	(962,372)		(149,671)	
NET CURRENT ASSETS			<u>575,544</u>		<u>534,361</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			622,075		539,704
LESS: PROVISION FOR LIABILITIES AND CHARGES	12		(35,000)		(150,000)
NET ASSETS			<u><u>587,075</u></u>		<u><u>389,704</u></u>
FUNDS OF THE CHARITY:					
<i>Unrestricted Funds:</i>					
Unrestricted general fund			511,114		325,046
Designated Scholarship Fund			53,422		53,119
<i>Restricted Funds:</i>					
Restricted Scholarship Fund			22,539		11,539
TOTAL FUNDS	13, 14		<u><u>587,075</u></u>		<u><u>389,704</u></u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes at pages 12 to 19 form part of these accounts.

Approved and authorised for issue by the Board of Trustees on 29.10.22 and signed on their behalf by

Maggie Whitum-Cooper

M Whitum Cooper
Interim Chair

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF CASHFLOWS AT 30th April 2022

	£	2022 £	£	2021 £
Cash flows from operating activities:				
Net income/(expenditure) for the reporting period		197,371		(449,411)
Adjustments for:				
Depreciation and Amortisation charges		12,820		11,592
Interest and rental income		(167,806)		(121,192)
(Increase)/Decrease in debtors		(447,650)		91,961
Increase /(Decrease) in creditors		812,702		(57,099)
(Decrease)/Increase in provision		(115,000)		30,000
			(44,738)	
Net cash used in operating activities		95,066		(544,149)
Cash flows from investing activities:				
Interest receivable		190		382
Rental income		167,616		120,810
Purchase of tangible and intangible fixed assets	7	(54,009)		-
Net cash provided by investing activities		113,797		121,192
Cash flows from financing activities:				
Bounceback loan		-		50,000
Net cash provided by financing activities		-		50,000
Change in cash and cash equivalents in the reporting period		406,234		(372,957)
Cash and cash equivalents at 1st May	(i)	579,979		952,936
Cash and cash equivalents at 30th April	(i)	986,213		579,979

(i) Analysis of changes in net debt

	At 1 May 2021 £	Cashflows £	At 30 April 2022 £
Cash and Cash Equivalents			
Cash	579,979	406,234	986,213
Cash Equivalents	-	-	-
	<u>579,979</u>	<u>406,231</u>	<u>986,213</u>
Borrowings			
Debt due within one year	(50,000)	-	(50,000)
Debt due after one year	-	-	-
	<u>(50,000)</u>	<u>-</u>	<u>(50,000)</u>
Total	<u>529,979</u>	<u>406,231</u>	<u>936,213</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2022

1. Constitution

British American Drama Academy, a registered charity, is a company limited by guarantee not having a share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of its winding up.

2. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(i) Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

British American Drama Academy meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

(ii) Going concern

The year to 30th April 2022 commenced with the difficult decision to cancel the summer 2021 Oxford programmes due to the continuing impact of the Covid-19 pandemic. However, the roll-out of a vaccine programme on both sides of the Atlantic combined with the relaxation of travel and social distancing restrictions meant that the Academy was able to re-open its doors in September 2021 for the London Theatre Programme with a record number of students attending. This pattern of increased student numbers has continued throughout the summer 2022 programmes and into the LTP for the current 2022/23 academic year. The positive outcome of increased student numbers is evident from our results for the financial year under review.

Property and staffing are the Academy's most significant overhead costs. Any increases in staffing costs will be managed internally. The Crown Estate renewed our lease at Gloucester Gate in December 2021 and the leading childcare provider who sublet part of the premises renewed their sublease in June 2022. The Academy therefore has security of tenure with confirmed rent payments as well as rental income until December 2026. With fixed price contracts from our energy providers not due to expire until the autumn of 2023 at the earliest, the trustees considers that the Academy is as protected as it can be from the impact of the current inflation forecasts.

Fees for all our programmes are invoiced in US dollars and therefore the current trajectory of the US dollar to sterling exchange rate, hitting a 35 year low, will give rise to significant exchange gains as well as making the UK more attractive to students as a place of study.

The Board has always taken a cautious view when considering the financial outlook for the Academy, a view which has served it well and has ensured that the Academy finds itself emerging from the pandemic with a sound reserve base. Looking forward to 2023/24 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future.

(iii) Income

Income including fees received from programmes, donations and investment income is recognised in the period in which it is earned and expenditure in the period in which it is incurred. Fees received for courses held in the following period are shown as fees received in advance. Non-redeemable application fees are recognised on a receipt basis. All income relates to activities taking place in the UK. Income in respect of fees is shown gross of scholarships granted. Fees received from programmes includes funding due from Sarah Lawrence College in accordance with the agreement for the co-sponsorship of the London Program.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met, and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2022

(iv) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include the audit fee.

(v) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of Academy. Designated funds are unrestricted funds of the Academy which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Academy's work or for specific projects being undertaken by the Academy.

(vi) Fixed assets and depreciation

All fixed assets are initially recorded at cost. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset, less their residual values, over its expected useful life as follows:

Equipment, furniture and fittings	- 25% straight line
Leasehold costs	- over the term of the lease

Assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments in the SOFA. A full year of depreciation is provided in the year of acquisition and none in the year of disposal.

(vii) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

(viii) Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

(ix) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Bank borrowings are initially recognised at the fair value net of any transaction costs directly attributable to the issue of the borrowing instrument. They are then subsequently measured at amortised cost.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2022

(x) Financial instruments

The Academy only has financial assets and financial liabilities of a kind that qualify as basic financial instruments under Section 11 of FRS 102. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(xi) Operating leases

Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

(xii) Foreign currency transactions

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction, all differences being taken to the income and expenditure account. All balances at the year-end are translated at the rate ruling at the balance sheet date.

(xiii) Pension scheme

The company operates a defined contribution scheme. Contributions to the scheme are charged to the Statement of Financial Activities in the accounting period to which they relate.

(xiv) Termination benefits

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

3. Investment income	2022	2021
	£	£
Bank interest receivable	190	382
Rental income	167,616	120,810
	<u>167,806</u>	<u>121,192</u>

Of the investment income received in the year £nil (2021: £nil) was in respect of restricted funds and £nil (2021: £277) in respect of designated funds.

4. Charitable activities	2022	2021
	£	£
<i>Direct costs</i>		
Scholarships and grants	99,146	-
Accommodation	361,757	-
Teachers	191,802	-
Productions	90,856	-
Excursions	16,299	-
Other course expenses	21,781	-
Administrative staff costs	235,180	376,193
Property expenses	485,701	419,114
Travel expenses	4,719	(697)
Office costs	20,358	13,110
Professional fees	22,209	7,916
Marketing	56,224	6,658
Depreciation	12,820	11,592
Bank & credit card charges	8,871	3,835
VAT on US costs	-	18,904
Foreign exchange gain	(21,871)	6,718
Other expenses	8,591	8,421
	<u>1,614,443</u>	<u>871,764</u>

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2022

4. Charitable activities (continued)

Governance costs		
Professional fees	-	2,605
Audit fees	19,800	18,000
	<u>19,800</u>	<u>20,605</u>
Advancement of education costs	<u>1,634,243</u>	<u>892,369</u>

Of the total expenditure on the advancement of education for the year of £1,634,243 (2021: £892,369), £2,100 (2021: £Nil) was from restricted funds and £1,697 (2021: £Nil) was from designated funds.

5. Staff costs and Trustees' remuneration

	2022 £	2021 £
Salaries	242,121	251,893
Termination payments for loss of office	-	3,766
Social security costs	21,792	25,195
Pension costs	8,586	9,185
	<u>272,499</u>	<u>290,039</u>

There were 2 (2021 - 2) employees with emoluments greater than £80,000 but less than £90,000, for whom pension costs of £3,620 each (2021 - £3,620) were paid.

The key management personnel of the charity during the year comprised the Managing Director, the Dean and the Finance Director. The total employee benefits of the key management personnel of the charity were £213,318 (2021 - £208,527). The employer's national insurance contributions in respect of the key management personnel were £21,905 (2021 - 20,447).

There were 1 (2021 - £nil) Trustees as listed below who received remuneration from the Academy which was wholly earned in their capacity as a teacher. The fees were paid under the legal authority within the Charities Act 2011. There were no amounts outstanding at 30 April 2022 (2021 - £nil).

	2022 £	2021 £
C. Cook	1,199	-

In addition, travel costs of £nil (2021 - £nil) were reimbursed to nil (2021 - nil) Trustees.

5a. Staff numbers

There were 6 employees (2021 - 5) to whom retirement benefits were accruing under a money purchase scheme.

The average number of full time equivalent employees during the year were as follows:

	2022 No.	2021 No.
Administrative	<u>6</u>	<u>6</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2022

6. Net incoming/(outgoing) resources for the year

Net incoming/(outgoing) resources for the year is stated after charging:	2022	2021
	£	£
Operating leases – property rentals	312,152	324,500
Depreciation	12,820	11,591
Auditor's remuneration – external audit	19,800	18,000
Auditor's remuneration – other services	-	2,605
Government grant (Coronavirus Job Retention Scheme)	-	(27,316)
	<u> </u>	<u> </u>

7. Tangible fixed assets

	Leasehold costs £	Equipment, furniture & fittings £	Total £
Cost:			
At 1st May 2021	400,314	72,535	472,849
Additions	49,522	4,487	54,009
Disposals	(400,314)	(34,128)	(434,442)
	<u> </u>	<u> </u>	<u> </u>
At 30th April 2022	49,522	42,894	92,416
Depreciation:			
At 1st May 2021	400,314	67,193	467,507
Charge for the year	9,904	2,916	12,820
Eliminated on Disposal	(400,314)	(34,128)	(434,442)
	<u> </u>	<u> </u>	<u> </u>
At 30th April 2022	9,904	35,981	45,885
Net book values:			
At 30th April 2022	<u>39,618</u>	<u>6,913</u>	<u>46,531</u>
At 1st May 2021	<u>-</u>	<u>5,343</u>	<u>5,343</u>

8. Debtors: amounts receivable within one year

	2022	2021
	£	£
Sarah Lawrence College	21,383	393
Prepayments and accrued income	530,320	94,673
Fee debtors	-	8,987
	<u>551,703</u>	<u>104,053</u>

Sarah Lawrence College accredits the London Theatre Programme and administers the applications process.

9. Short term investments

	2022	2021
	£	£
Balance at 1st May	-	402,020
Transfer to Cash management account	-	(402,296)
Interest earned in year	-	276
	<u>-</u>	<u>-</u>
Balance at 30th April	<u>-</u>	<u>-</u>

BRITISH AMERICAN DRAMA ACADEMY

NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 30th April 2022

10. Creditors: amounts falling due within one year	2022 £	2021 £
Fees invoiced in advance (see note 11)	426,153	27,539
Other creditors	475,081	63,022
Bounceback loan	50,000	50,000
Taxation and social security	11,138	9,111
	<u>962,372</u>	<u>149,672</u>

A coronavirus bounceback loan was secured in March 2021, it is repayable over 6 years with an interest rate of 2.5%.

11. Fees invoiced in advance	2022 £	2021 £
Balance at 1st May	27,539	-
Fees invoiced in respect of following year	398,613	27,539
Released to Statement of Financial Activities	-	-
	<u>426,152</u>	<u>27,539</u>
Balance at 30th April		

Fees invoiced in advance represent fees received from students prior to the year end for the following summer's residential programmes. Due to COVID-19 the programmes for the summer of 2020 and 2021 were cancelled, hence there are no fees invoiced in advance for release for either the year end 30 April 2022 or 30 April 2021, these amounts were instead carried forward to summer 2022.

12. Provision for liabilities and charges	2022 £	2021 £
Balance at 1st May	150,000	120,000
Charged to Statement of Financial Activities during the year	(115,000)	30,000
	<u>35,000</u>	<u>150,000</u>
Balance at 30th April		

This provision relates to quinquennial repainting work required to be undertaken by the Academy under the terms of the lease, arising over the period of the tenancy and relating to general wear and tear.

13. Reconciliation of movements on funds

	Balance 1st May 2021 £	Movements in resources		Balance at 30th April 2022 £
		Incoming resources £	Outgoing resources £	
Unrestricted funds:				
Unrestricted General Fund	325,046	1,816,514	(1,630,446)	511,114
Designated Scholarship fund	53,119	2,000	(1,697)	53,422
Restricted Funds:				
Restricted Scholarship Fund	11,539	13,100	(2,100)	22,539
Total	<u>389,704</u>	<u>1,831,614</u>	<u>(1,634,243)</u>	<u>587,075</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2022

Designated Scholarship Fund

This is an unrestricted designated fund comprising funds the Trustees have set aside from the General Fund to contribute to the cost of scholarships awarded and supporting specific programmes. Scholarships are awarded to individuals at the discretion of the Academy.

Restricted Scholarship Fund

This is a restricted fund containing donations made to the Academy specifically to fund scholarships to students.

14. Analysis of net assets between funds

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	46,531	-	-	46,531
Current assets	1,461,955	53,422	22,539	1,537,916
Current liabilities	(962,372)	-	-	(962,372)
Provisions	(35,000)	-	-	(35,000)
Net assets at 30th April 2022	<u>511,114</u>	<u>53,422</u>	<u>22,539</u>	<u>587,075</u>

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	5,343	-	-	5,343
Current assets	619,374	53,119	11,539	684,032
Current liabilities	(149,671)	-	-	(149,671)
Provisions	(150,000)	-	-	(150,000)
Net assets at 30th April 2021	<u>325,046</u>	<u>53,119</u>	<u>11,539</u>	<u>389,704</u>

15. Operating lease commitments

	2022	2021
	£	£
The total future minimum lease payments under non-cancellable operating leases for land and building are:		
within one year	308,333	135,208
between one and five years	<u>1,266,667</u>	<u>-</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2022

16. Taxation

The company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

17. Capital commitments.

There are no capital commitments in the current year (2021: 145,800).

Accounts

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)
Registered Charity No. 291796
Registered Company No. 1828640

Statement of accounts

for the year ended

30th April 2021

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees of the British American Drama Academy (which also operates under the name of BADA) presents its annual report and audited financial statements for the year ended 30 April 2021.

Reference and administrative details

Trustees

M. Boyle (Chairman)
Z. Ashcroft (Appointed 16 June 2021)
L. Carlston
L. Chantal
C. Cook
O. Ewedemi (Appointed 16 June 2021)
D. Gelon
R. Hogarth
M. John (Appointed 16 June 2021)
R. Johnson (Appointed 16 June 2021)
M. Whitlum-Cooper
M. Whittaker
T. Campbell (Resigned 8 July 2020)

Key management

Dr. L. Franke - Managing Director
E. Roberts - Dean
H. Ainsworth FCA – Finance Director

Registered and Principal office

14 Gloucester Gate
Regents Park
London
NW1 4HG

Auditors

RSM UK Audit LLP
25 Farringdon Street
London
EC4A 4AB

Bankers

Clydesdale Bank plc
154 – 158 Kensington High Street
London
W8 7RL

Solicitors

Weil, Gotshal & Manges (London) LLP
110 Fetter Lane
London
EC4A 1AY

Winston & Strawn London LLP
City Point, One Ropemaker Street
London
EC2Y 9AW

RLS law
Suite 30-33
The Hop Exchange
24 Southwark Street
London
SE1 1TY

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Structure, governance and management

The Academy is a company limited by guarantee, registered in England and Wales No. 1828640, governed by its Articles of Association dated 23rd April 2018. It is a registered charity in England and Wales No. 291796.

The Board of Trustees is responsible for the governance of the Academy. Its members act both as Trustees of the Charity and Directors of the Company. It meets at least every four months to fulfil its governance responsibilities. Management of the Academy is delegated to a small Executive team, under the leadership of the Managing Director working in close cooperation with the Dean and the Finance Director, reporting to the Trustees regularly.

In February 2021 the Board voted to amend the Articles of Association to increase the maximum number of Trustees from nine to twelve. With eight appointed Trustees at that time, four vacancies were created. The Board established a Nominations Committee to facilitate the appointment process. Following a skills audit of existing Trustees, the Nominations Committee identified the key areas of diversity and equality, educational planning, partnerships and outreach, financial or legal supervision and digital communication, from which applications were to be encouraged to strengthen and enhance the Board's governance responsibilities. To ensure that the recruitment reached a diverse audience the Nominations Committee consulted with Talawa, one of the UK's leading Black British Theatre companies. Recruitment adverts were placed across a broad range of publications and ultimately seventeen applications were received. The Nominations Committee considering the in detail the merits of each application drew up a short list of six applications. In June 2021 following a rigorous interview process four new Trustees were appointed to the Board.

On appointment, each new Trustee is assigned a buddy from the Nominations Committee to provide guidance and support. A programme of induction for the new Trustees continues over a number of weeks after appointment. This programme covers not only the general responsibilities and duties of being a trustee but also provides key material, such as the Articles of Association, the Business Plan, financial statements and other such material which is pertinent to the understanding of the Academy's aims and objectives.

The Board of Trustees has established two principal committees to discharge functions relating to the administration and management of the Academy:

- Finance & General Purposes Committee which meets at least every four months. Members are Marcus Boyle, Maggie Whitlum-Cooper, Christopher Cook, Ruth Hogarth, Zoe Ashcroft and Richard Johnson
- Academic and Artistic Committee which meets at least twice a year. Members are Christopher Cook, Maggie Whitlum-Cooper, Louise Chantal, Ruth Hogarth and Topher Campbell until his resignation.

We also have a BADA Council which retains the wisdom and goodwill of our past Governors and Associate Artists.

Public benefit disclosures

Providing access to financial aid is seen as an integral part of the recruitment process and particular attention is paid to ensuring that gifted students are given assistance to enable them to attend the courses. The Trustees have considered the impact of the public benefit requirement including the guidance issued by the Charity Commission and believe that the Academy meets the tests. BADA has always sought to attract those who cannot afford the fees charged, by the provision of scholarships and financial aid. Prior to the escalation of COVID-19 as a global pandemic and the consequent impact on our programmes and income, we had always been able to provide two thirds of our students across all of our programmes with financial aid ranging from full scholarships to smaller contributions. During the financial year under review with no programmes running, no financial aid was awarded. As we welcome students back to our programmes this autumn, our ability to continue with this level of financial aid for 2021/22 will be constrained. However, as highlighted in the paragraphs below we are working on an ambitious fundraising target to provide an even greater level of financial aid to a greater number of students.

Objectives and activities

The objects, as detailed in the Articles of Association, include: the advancement of education and the benefit of the community by stimulating and giving instruction in all aspects of the performing and theatrical arts; to establish, maintain and support courses for those who meet the Academy's criteria for participation; and to provide financial assistance to enable attendance.

The Academy seeks to achieve these aims through its residential summer programmes in Oxford and its Fall and Spring Term courses in London, the London Theatre Programme (LTP), which is co-sponsored by Sarah Lawrence College in New York. A formal agreement between the Academy and Sarah Lawrence College sets out the sharing and distribution of the programme resources. Links with major universities and colleges in the United States of America, together with a policy of auditioning all prospective students ensure a high standard of those attending the courses. Particular attention is paid to the overall experience enjoyed by the students. This also serves to encourage word of mouth promotion by alumni and teachers which is seen as one of the Academy's strengths, evidenced by the high level of interest in the programmes encountered by our representatives as they visit colleges in the USA.

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Achievements and performance

The escalation of COVID-19 as a global pandemic throughout the whole of 2020 and continuing well into 2021 has decimated our student numbers for the year to 30 April 2021. Restrictions on international travel, the implications of social distancing and the fact that the creative arts sector has been unable to operate has had a direct impact on our programmes for 2020/21. The decision had to be taken in April 2020 to cancel our Oxford programmes in July 2020. Shortly thereafter US universities and colleges cancelled their study abroad programmes for the autumn and subsequently also cancelling their programmes for Spring 2021. We have therefore been unable to run our LTP programme during the year.

In the absence of the Oxford programme Eunice Roberts developed two online programmes. The first, sponsored by the Norman Ayrton Charitable Trust, was directed to students aged 16 to 18 years old and took the form of three weeks of online tuition in July 2020. The second, the Summer and Fall Series, directed towards students aged over 18 years who were unable to attend Oxford and the LTP, and all alumni, was a series of masterclasses, interviews and tutorials from world renowned actors and directors including Sir Patrick Stewart, Miriam Margolyes and our patron Brian Cox. A small donation was suggested for each session of the series. Overall income from both programmes was just over £22,300, a small contribution towards general overheads but playing a significant part in maintaining BADA's presence on the world stage.

Financial review

Income from programmes was £nil (2020: £1,863,551). The agreement with Sarah Lawrence College for the co-sponsorship of the LTP, however, is structured in such a way that even with there being no students the College are still required to provide funding to BADA which amounted to £218,000. This was paid to the Academy in instalments commencing in September 2020.

The Academy took advantage of the first Coronavirus Job Retention Scheme to furlough administrative office staff. However, with the scheme initially coming to an end in October 2020, the cancellation of the LTP for the financial year and statutory and employment contract notice periods of between one and three months the decision had to be taken to make these staff redundant unless they wished to accept a change in their employment contract to one of zero hours. Two members of staff accepted a redundancy package whilst one member of staff opted for a change in their employment contract to one of zero hours.

In March 2021, the Academy applied for funding under the Bounce Back Loan provisions and was successful in securing a loan of £50,000. This has been ringfenced to be drawn on only when, and if, required for cashflow purposes, with the aim that this loan will be repaid in full prior before the end of the interest and repayment free period on the first anniversary of the advancement.

The Academy sublets part of its premises to one of the UK's leading childcare providers. The nursery closed when the UK went into lockdown in March 2020 but reopened again in June 2020. However, the nursery continued to meet its rent and service charge commitments throughout the lockdown period and has continued to do so since then.

The income from SLC combined with our rental income of £120,810 (2020: £187,382), donations of £20,286 (2020: £11,539) and financial support from the Coronavirus Job Retention Scheme £27,316 (2020: £nil) enabled us to cover 44% of our general overhead costs. The resulting deficit for the year was £499,411 (2020: deficit £7,218).

With no programmes no financial aid awards were made (2020: £263,521).

Key risks and uncertainties disclosures

The major risks to the Academy are kept under frequent review and addressed as necessary. As most of the Academy's students are from the United States of America, international events and economic downturns could adversely affect student numbers. The risk of a significant and unforeseen reduction in student numbers has been brought into sharp focus by the impact of the COVID-19 pandemic and the loss of all our programmes, and therefore income, in the financial year.

The Trustees consider that the principal risks and uncertainties facing the Academy are as follows:

- unforeseen reduction in student numbers;
- maintenance of reputation;
- effect of exchange rate changes.

Restrictions on international travel and the implications of the UK's social distancing restrictions have continued into the summer of 2021 and to have a detrimental impact on our programmes. In May 2021 the decision had to be taken to cancel our Oxford programmes in July 2021. However with the roll-out of a vaccine programme on both sides of the Atlantic and the relaxation of social distancing and international travel restrictions, 31 students are now in London for the LTP autumn 2021 semester.

The Academy's financial risk management objectives are to ensure funding resources and to continue to monitor costs. The Board regularly reviews budgets, forecasts and currency exposure. The due diligence of the Board in discharging its governance responsibilities has been brought to the fore by the COVID-19 pandemic as they have worked closely with the Executive to draw up and implement detailed financial plans to mitigate the impact of COVID-19 and ensure that BADA emerges from this crisis financially sound and ready and able to provide future students with the same, if not enhanced, experiences enjoyed by our students of the past.

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

Plans for future periods

The principle focus throughout the whole of the year has been overcoming the unprecedented challenges that COVID-19 has thrown at us. This has been all time consuming, and at times disheartening with the cancellation of programme after programme, but the positive support from alumni and prospective students has cemented our belief that BADA offers a unique and special experience, one that can last a lifetime. This has strengthened our resolve to ensure that future generations of students have the benefit of the BADA experience not only on our existing LTP and Oxford programmes but also through exciting new programmes which have been devised and brought to life during the enforced dark period.

During the year Sarah Lawrence College accredited our new Shakespeare in London Programme (SIL), a semester long programme exploring Shakespeare and his work from an academic prospective rather than the actor's perspective which is the focus of the LTP. Applications for the SIL are now being received from students for Spring 2022, its first semester.

In June 2022 we will be welcoming the first students and theatre practitioners to our Greek Theatre Programme, a month long summer three centre (London, Greece, Oxford) programme, dedicated to exploring the performance and reception of ancient drama. This intense, interdisciplinary course not only combines performance and academic research to immerse participants in the world of the Classical Greek theatre but also includes the unique opportunity to explore multiple ancient sites and to visit archives and exhibits normally reserved for scholars.

June 2022 will also herald the launch of another month long summer programme, Black British Theatre. This programme provides an overview of contemporary Black British theatre and performance. Play texts by major Black British Writers such as Roy Williams, Winsome Pinnock and Debbie Tucker Green, will be analysed from social and cultural contexts framed by theories of identity, representation, nationalism, race, gender, sexuality and class. Twice weekly theatre trips combined with masterclasses from major influencers in contemporary theatre will broaden the contexts of the programme.

Supporting students through the provision of scholarships remains a key focus of BADA's activities. BADA has identified the need to establish a distinct fundraising role and remains committed to achieving this as soon as feasible. Additionally, BADA has shared an ambitious case for support with its Board, whose goal is a target of \$1.7 million to fund 30 full U.S. scholarships for underprivileged students to study at BADA over the next three years.

Going Concern

The impact of COVID-19 on the Academy's programmes has continued into the 2021/22 financial year. In May 2021, with deep regret, we had to take the decision to cancel, for the second consecutive year, our summer Oxford programmes. International travel restrictions with the requirement for 10 days quarantine on arrival combined with the continuation of national lockdown restrictions in the UK combined to render the programme inoperable.

The agreement with Sarah Lawrence College for the co-sponsorship of the LTP, originally with a three year term, expired in the 2018/19 financial but was extended for one year to cover 2019/20 and then extended once again to cover the 2020/21 financial year. During the financial year, negotiations were ongoing with Sarah Lawrence College for the renewal of the agreement with them. In April 2021 a new agreement, with a five year term, was signed. The terms of the agreement have been expanded to incorporate not just the LTP but also the new Shakespeare in London Programme, both programmes to be known collectively as 'The London Programme'. The Board considers that the signing of this agreement with the extension of its terms demonstrates the commitment of the Sarah Lawrence College in the promotion of BADA as a key provider of its study abroad programmes which will bring financial rewards to both parties.

Even after the severe disappointment of the cancellation of the 2020/21 LTP and the two Oxford summer programmes tentative plans were being made to offer the autumn 2021 LTP semester with applications opening in January 2021. Signalling the special relationship that BADA has with its students and alumni, 12 students have carried forward their application from 2020/21. As stated above, with the combination of the vaccine programmes and relaxation of travel and social distancing restrictions the Board felt confident for the Executive to push ahead with their plans for the running of the autumn 2021 semester and 31 US students arrived in the UK on 18th September 2021 to commence their studies.

Applications are also now open for the Spring 2022 semester and 52 applications have been received to date, the highest ever number at this stage. The application window closed in mid October 2021.

The quinquennial external redecoration of Gloucester Gate as specified in the lease has been undertaken this summer. Every year, for the past five years, £30,000 has been set aside to create a total provision of £150,000 towards this cost. The final certified cost of the redecoration work was £145,800, the whole cost therefore being covered by the funds set aside.

The five year lease of the premises at Gloucester Gate expired at the end of September 2021 but as negotiations for the renewal progress the existing lease has been extended for a further three months until the end of December 2021. Final terms have yet to be agreed but the Crown Estate have signalled their intention to renew and, on the basis of a suppressed rental market for properties with educational use, with the annual rent at, if not below, the current charge. The leading childcare provider who sublet part of the premises have also signalled their intention to renew their sublease and therefore the Academy considers that this income will be reliable for the foreseeable future.

BRITISH AMERICAN DRAMA ACADEMY

REPORT OF THE BOARD OF TRUSTEES

The Board continue to take a cautious view when considering the financial outlook for the Academy. The financial model for 2021/22 has been based on the assumption that the Oxford 2021 summer programme would not operate, that the LTP programme would run but with a reduced number of students of 50 in total across the two semesters, and that the rental for Gloucester Gate will be retained at the current level rather than the anticipated reduction. Looking forward to 2022/23 the same cautious view of the outcomes of the key contributors to the Academy's finances have been applied. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. The Board is therefore of the opinion that the Academy has the ability to continue as a going concern for the foreseeable future.

Reserves

The Academy's unrestricted reserves at 30 April 2021 were £378,165 (2020 - £877,576) highlighting the impact that the COVID-19 pandemic has had on our operations. We have clearly suffered a significant reduction in our unrestricted reserves, but as outlined in the going concern review above, this reserves base combined with the cautious view on the financial outcome of our programmes for the current year ensures that the Academy can meet its financial obligations going forward. The rebuilding of the accumulated reserve base will continue to be a priority of the Academy.

Equal opportunities

The Academy is deeply committed to equality of opportunity for staff and students alike. It's vision to enable US and other international students to participate fully in our courses, irrespective of barriers they may face linked to ethnicity, class, disability, gender, sexuality, socioeconomic or any other.

In response to the Black Lives Matter movement in June 2020 the Academy established a Diversity Action Group comprising staff, members of faculty and alumni to review all current policies and practices to ensure that BADA is at the forefront of change and inclusion. In the intervening year the Academy has taken steps towards fulfilling this commitment including, but not limited to, introducing mandatory and ongoing unconscious bias diversity training for trustees, staff and faculty; the successful appointment of four new trustees to the Board increasing the diversity of voices governing the organisation; reviewing and updating our offer to students including the new Black British Theatre programme being launched next summer and developing fruitful relationships with external JEDI consultants and diverse theatre organisations to advise us and to inform the changes we are making.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the British American Drama Academy for the purpose of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standard have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

The Trustees confirm that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware. They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

BRITISH AMERICAN DRAMA ACADEMY
REPORT OF THE BOARD OF TRUSTEES

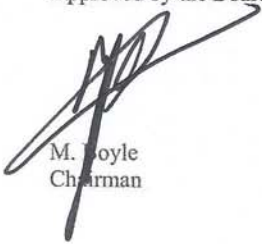
Auditors

RSM UK Audit LLP is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Small companies' exemptions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Approved by the Board of Trustees on ...17...2022... and signed on their behalf by



M. Boyle
Chairman

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRITISH AMERICAN DRAMA ACADEMY

Opinion

We have audited the financial statements of the British American Drama Academy (the 'charitable company') for the year ended 30th April 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cashflows 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 FRS 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 charitable company's affairs as at 30 April 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- 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 charitable company 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 charitable company'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.

Other information

The other information comprises the information included in the Report of the Board of Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Board of Trustees. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 Report of the Board of Trustees, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Report of the Board of Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Report of the Board of Trustees.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BRITISH AMERICAN DRAMA ACADEMY
(continued)**

- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Board of Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 5 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to the General Data Protections Regulations. We performed audit procedures to inquire of management whether the charitable company is in compliance with these law and regulations and we inspected minutes as to whether there had been any breaches in the year.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BRITISH AMERICAN DRAMA ACADEMY
(continued)**

Use of our report

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

Helen Hunt

HELEN HUNT (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
STC House
7 Elmfield Road
Bromley
Kent
BR1 1LT

08/12/21

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30th April 2021

	<i>Notes</i>	Unrestricted General £	Designated £	Restricted £	Total 2021 £	Total 2020 £
Incoming resources:						
Investment income	3	120,915	277	-	121,192	189,592
Income from programmes		224,164	-	-	224,164	1,863,551
Other income		43,852	3,750	-	47,602	11,539
Total incoming resources		<u>388,931</u>	<u>4,027</u>	<u>-</u>	<u>392,958</u>	<u>2,064,682</u>
Resources expended						
Charitable activities:						
Advancement of education	4	888,619	3,750	-	892,369	2,071,900
Total resources expended		<u>888,619</u>	<u>3,750</u>	<u>-</u>	<u>892,369</u>	<u>2,071,900</u>
Net incoming/(outgoing) resources and net movement in funds for the year	6	(499,688)	277	-	(499,411)	(7,218)
Reconciliation of funds:						
Total funds brought forward		824,734	52,842	11,539	889,115	896,333
Total funds carried forward	14	<u>325,046</u>	<u>53,119</u>	<u>11,539</u>	<u>389,704</u>	<u>889,115</u>

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

BALANCE SHEET AT 30th April 2021

	Notes	£	2021 £	£	2020 £
FIXED ASSETS					
Tangible assets	7		5,343		16,934
			<u>5,343</u>		<u>16,934</u>
CURRENT ASSETS					
DEBTORS	8		104,053		196,014
CASH AND CASH EQUIVALENTS:					
Short term investments	9		-		402,020
Cash at bank and in hand			579,979		550,916
			<u>684,032</u>		<u>1,148,950</u>
CREDITORS: amounts falling due within one year	10	(149,671)		(156,769)	
NET CURRENT ASSETS			<u>534,361</u>		<u>992,181</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			539,704		1,009,115
LESS: PROVISION FOR LIABILITIES AND CHARGES	12		(150,000)		(120,000)
NET ASSETS			<u><u>389,704</u></u>		<u><u>889,115</u></u>
FUNDS OF THE CHARITY:					
<i>Unrestricted Funds:</i>					
Unrestricted general fund			325,046		824,734
Designated Scholarship Fund			53,119		52,842
<i>Restricted Funds:</i>					
Restricted Scholarship Fund			11,539		11,539
TOTAL FUNDS	14		<u><u>389,704</u></u>		<u><u>889,115</u></u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes at pages 13 to 20 form part of these accounts.

Approved and authorised for issue by the Board of Trustees on 17.05.2021 and signed on their behalf by

M. Boyle
Chairman

Company number: 1828640

BRITISH AMERICAN DRAMA ACADEMY
(Limited by Guarantee)

STATEMENT OF CASHFLOWS AT 30th April 2021

	£	2021 £	£	2020 £
Cash flows from operating activities:				
Net (expenditure)/income for the reporting period		(499,411)		(7,218)
Adjustments for:				
Depreciation and Amortisation charges		11,592		11,592
Interest and rental income		(121,192)		(189,592)
Decrease/(Increase) in debtors		91,961		178,143
(Decrease)/Increase in creditors		(57,099)		(415,484)
Increase in provision		30,000		30,000
		(44,738)		(385,342)
Net cash used in operating activities		(544,149)		(392,559)
Cash flows from investing activities:				
Interest receivable		382		2,210
Rental income		120,810		187,382
Purchase of tangible and intangible fixed assets	7	-		(7,960)
Net cash provided by investing activities		121,192		181,632
Cash flows from financing activities:				
Bounceback loan		50,000		0
Net cash provided by financing activities		50,000		0
Change in cash and cash equivalents in the reporting period		(372,957)		(210,927)
Cash and cash equivalents at 1st May	(i)	952,936		1,163,863
Cash and cash equivalents at 30th April	(i)	579,979		952,936

(i) Analysis of changes in net debt

	At 1 May 2020 £	Cashflows £	At 30 April 2021 £
Cash and Cash Equivalents			
Cash	952,936	(372,957)	579,979
Cash Equivalents	-	-	-
	952,936	(372,957)	579,979
Borrowings			
Debt due within one year	-	(50,000)	(50,000)
Debt due after one year	-	-	-
	-	(50,000)	(50,000)
Total	952,936	(422,957)	529,979

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2021

1. Constitution

British American Drama Academy, a registered charity, is a company limited by guarantee not having a share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of its winding up.

2. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(i) Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

British American Drama Academy meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

(ii) Going concern

The year to 30 April 2021 was unprecedented in the history of the Academy with all programmes being cancelled as inoperable due to the continuation of national lockdowns and international travel restrictions. The impact of the pandemic has continued into the current year with the cancellation of the summer 2021 Oxford programmes. Detailed financial forecasting early on in the pandemic assumed this worst case scenario enabling the Trustees and Executive to make considered decisions conserving cash and reserves to ensure that the Academy continues as a going concern.

The signing, in April 2021, of a new five year agreement with Sarah Lawrence College for the London Programme demonstrates their commitment in the promotion of the Academy as a key provider of its study abroad programmes. This commitment, combined with the vaccination programmes in the UK and in the US, and the relaxation of international travel and social distancing restrictions brought 31 students to London in September 2021 to commence their studies. Final student numbers for the Spring 2022 semester are still to be but finalised but with an exceptionally high number of applicants it is anticipated that the Academy will be joined by an equivalent number of students in January 2022.

The Crown Estate have signalled their intention to renew the five year at Gloucester Gate as has the tenant which sublets part of the building and, whilst negotiations progress, the Board and Executive are confident that the final terms will be no more onerous than the existing lease.

The Board continues to take a cautious view of the outcomes of the key contributors to the Academy's finances, extending this caution to financial forecasting for 2022/23. These forecasts indicate that the Academy has sufficient cash and general unrestricted reserves to meet its financial obligations going forward. On this basis, the Trustees consider there are no material uncertainties about the entity's ability to continue as a going concern and have accordingly prepared the financial statements on a going concern basis.

(iii) Income

Income including fees received from programmes, donations and investment income is recognised in the period in which it is earned and expenditure in the period in which it is incurred. Fees received for courses held in the following period are shown as fees received in advance. Non-redeemable application fees are recognised on a receipts basis. All income relates to activities taking place in the UK. Income in respect of fees is shown gross of scholarships granted. Fees received from programmes includes funding due from Sarah Lawrence College in accordance with the agreement for the co-sponsorship of the London Program.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30th April 2021

(iv) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include the audit fee.

(v) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of Academy. Designated funds are unrestricted funds of the Academy which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Academy's work or for specific projects being undertaken by the Academy.

(vi) Fixed assets and depreciation

All fixed assets are initially recorded at cost. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset, less their residual values, over its expected useful life as follows:

Equipment, furniture and fittings	- 25% straight line
Leasehold costs	- over the term of the lease

Assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments in the SOFA. A full year of depreciation is provided in the year of acquisition and none in the year of disposal.

(vii) Intangible fixed assets

All intangible fixed assets are initially recorded at cost. Amortisation is provided on all intangible fixed assets at rates calculated to write off the cost of each asset, less their residual values, over its expected useful life as follows:

Website costs	- 33% straight line
---------------	---------------------

Assets are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts, being the higher of net realisable value and value-in-use, are recognised as impairments in the SOFA. A full year of amortisation is provided in the year of acquisition and none in the year of disposal.

(viii) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

(ix) Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

(x) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Bank borrowings are initially recognised at the fair value net of any transaction costs directly attributable to the issue of the borrowing instrument. They are then subsequently measured at amortised cost.

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2021

(xi) Financial instruments

The Academy only has financial assets and financial liabilities of a kind that qualify as basic financial instruments under Section 11 of FRS 102. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

(xii) Operating leases

Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

(xiii) Foreign currency transactions

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction, all differences being taken to the income and expenditure account. All balances at the year-end are translated at the rate ruling at the balance sheet date.

(xiv) Pension scheme

The company operates a defined contribution scheme. Contributions to the scheme are charged to the Statement of Financial Activities in the accounting period to which they relate.

(xv) Termination benefits

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

3. Investment income	2021 £	2020 £
Bank interest receivable	382	2,210
Rental income	120,810	187,382
	<u>121,192</u>	<u>189,592</u>

Of the investment income received in the year £nil (2020: £nil) was in respect of restricted funds and £277 (2020: £1,401) in respect of designated funds.

4. Charitable activities	2021 £	2020 £
<i>Direct costs</i>		
Scholarships and grants	-	263,521
Accommodation	-	459,148
College fees/rebates	-	12,692
Teachers	-	161,703
Productions	-	57,832
Excursions	-	24,824
Other course expenses	-	20,863
Administrative staff costs	376,193	431,324
Property expenses	419,114	440,186
Travel expenses	(697)	43,923
Office costs	13,110	22,398
Professional fees	7,916	32,962
Marketing	6,658	22,116
Depreciation	11,592	11,592
Bank & credit card charges	3,835	10,179
VAT on US costs	18,904	21,172
Foreign exchange gain	6,718	(6,065)
Other expenses	8,421	7,907
Provision for bad and doubtful debts	-	12,583
	<u>871,764</u>	<u>2,050,860</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2021

<i>Governance costs</i>		
Professional fees	2,605	3,040
Audit fees	18,000	18,000
	<u>20,605</u>	<u>21,040</u>
Advancement of education costs	<u>892,369</u>	<u>2,071,900</u>

Of the total expenditure on the advancement of education for the year of £892,369 (2020: £2,071,900), £Nil (2020: £17,714) was from restricted funds.

5. Staff costs and Trustees' remuneration

	2021 £	2020 £
Salaries	251,893	281,712
Termination payments for loss of office	3,766	24,100
Social security costs	25,195	27,750
Pension costs	9,185	15,127
	<u>290,039</u>	<u>348,689</u>

There were 2 (2020 -1) employees with emoluments greater than £80,000 but less than £90,000, for whom pension costs of £7,240 each (2019 - £3,620) were paid.

There was 0 (2020 -1) employee with emoluments greater than £110,000 but less than £120,000, for whom pension costs of £nil (2019 - £7,553) were paid.

The key management personnel of the charity during the year comprised the Managing Director, the Dean and the Finance Director. The total employee benefits of the key management personnel of the charity were £208,527 (2020 - £227,785).

There were nil (2020 – 1) Trustees who received remuneration from the Academy which was wholly earned in their capacity as a teacher. The fees were paid under the legal authority within the Charities Act 2011. There were no amounts outstanding at 30 April 2021 (2020 - £nil).

	2021 £	2020 £
C. Cook	-	1,313

In addition, travel costs of £nil (2020 - £410) were reimbursed to nil (2020 – 2) Trustees.

5a. Staff numbers

There were 5 employees (2020 – 5) to whom retirement benefits were accruing under a money purchase scheme.

The average number of full time equivalent employees during the year were as follows:

	2021 No.	2020 No.
Administrative	<u>6</u>	<u>7</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2021

6. Net incoming/(outgoing) resources for the year

Net incoming/(outgoing) resources for the year is stated after charging;	2021	2020
	£	£
Operating leases – equipment	-	408
Operating leases – property rentals	324,500	324,500
Depreciation	11,591	11,592
Amortisation	-	-
Auditor's remuneration – external audit	18,000	18,000
Auditor's remuneration – other services	2,605	3,040
Government grant (Coronavirus Job Retention Scheme)	(27,316)	-
	<u>=====</u>	<u>=====</u>

7. Tangible fixed assets

	Leasehold costs £	Equipment, furniture & fittings £	Total £
Cost:			
At 1st May 2020	400,314	72,536	472,850
Additions	-	-	-
	<u>=====</u>	<u>=====</u>	<u>=====</u>
At 30th April 2021	400,314	72,536	472,850
Depreciation:			
At 1st May 2020	392,738	63,177	455,915
Charge for the year	7,576	4,016	11,592
	<u>=====</u>	<u>=====</u>	<u>=====</u>
At 30th April 2021	400,314	67,193	467,507
Net book values:			
At 30th April 2021	-	5,343	5,343
	<u>=====</u>	<u>=====</u>	<u>=====</u>
At 30th April 2020	7,574	9,360	16,934
	<u>=====</u>	<u>=====</u>	<u>=====</u>

8. Debtors: amounts receivable within one year

	2021	2020
	£	£
Sarah Lawrence College	393	68,751
Prepayments and accrued income	94,673	109,850
Fee debtors	8,987	17,413
	<u>=====</u>	<u>=====</u>
	104,053	196,014
	<u>=====</u>	<u>=====</u>

Sarah Lawrence College accredits the London Theatre Programme and administers the applications process.

9. Short term investments

	2021	2020
	£	£
Balance at 1st May	402,020	400,619
Transfer to Cash management account	(402,296)	-
Interest earned in year	276	1,401
	<u>=====</u>	<u>=====</u>
Balance at 30th April	-	402,020
	<u>=====</u>	<u>=====</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2021

10. Creditors: amounts falling due within one year	2021 £	2020 £
Fees invoiced in advance (see note 11)	27,539	-
Other creditors	63,022	145,123
Sarah Lawrence College	-	-
Bounceback loan	50,000	-
Taxation and social security	9,111	11,646
	<u>149,672</u>	<u>156,769</u>

The bounceback loan is a government secured coronavirus business loan.

11. Fees invoiced in advance	2021 £	2019 £
Balance at 1st May	-	466,131
Fees invoiced in respect of following year	27,539	-
Released to Statement of Financial Activities	-	(466,131)
Balance at 30 th April	<u>27,539</u>	<u>-</u>

Fees invoiced in advance represent fees received from students prior to the year end for the following summer's residential programme in Oxford. As outlined in the Going Concern review in the Trustees Report, due to COVID-19 the Oxford programme for the summer of 2020 was cancelled, hence there are no fees invoiced in advance for release in the year end 30 April 2021.

12. Provision for liabilities and charges	2021 £	2020 £
Balance at 1st May	120,000	90,000
Charged to Statement of Financial Activities during the year	30,000	30,000
Balance at 30th April	<u>150,000</u>	<u>120,000</u>

This provision relates to quinquennial repainting work required to be undertaken by the Academy under the terms of the lease, arising over the period of the tenancy and relating to general wear and tear.

13. Reconciliation of movements on funds

	Balance 1st May 2020 £	Movements in resources Incoming resources £	Outgoing resources £	Balance at 30th April 2021 £
Unrestricted funds:				
Unrestricted General Fund	824,734	392,681	(892,369)	325,046
Designated Scholarship fund	52,842	4,027	(3,750)	53,119
Restricted Funds:				
Restricted Scholarship Fund	11,539	-	-	11,539
Total	<u>889,115</u>	<u>396,708</u>	<u>(896,119)</u>	<u>389,704</u>

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2021

	Balance 1st May 2019	Movements in resources		Balance at 30th April 2020
	£	Incoming resources	Outgoing resources	£
Unrestricted funds:				
Unrestricted General Fund	802,178	2,051,742	(2,029,186)	824,734
Designated Scholarship fund	76,441	1,401	(25,000)	52,842
Restricted Funds:				
Restricted Scholarship Fund	17,714	11,539	(17,714)	11,539
Total	<u>896,333</u>	<u>2,064,682</u>	<u>(2,071,900)</u>	<u>889,115</u>

Designated Scholarship Fund

This is an unrestricted designated fund comprising funds the Trustees have set aside from the General Fund to contribute to the cost of scholarships awarded and online tuition programmes due to the cancellation of other programmes in FY2021. Scholarships are awarded to individuals at the discretion of the Academy.

Restricted Scholarship Fund

This is a restricted fund containing donations made to the Academy specifically to fund scholarships to students.

14. Analysis of net assets between funds

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	5,343	-	-	5,343
Current assets	619,374	53,119	11,539	684,032
Current liabilities	(149,671)	-	-	(149,671)
Provisions	(150,000)	-	-	(150,000)
Net assets at 30th April 2021	<u>325,046</u>	<u>53,119</u>	<u>11,539</u>	<u>389,704</u>

	General Fund £	Scholarship Fund £	Restricted Fund £	Total Funds £
Fixed assets	16,934	-	-	16,934
Current assets	1,084,569	52,842	11,539	1,148,950
Current liabilities	(156,769)	-	-	(156,769)
Provisions	(120,000)	-	-	(120,000)
Net assets at 30th April 2020	<u>824,734</u>	<u>52,842</u>	<u>11,539</u>	<u>889,115</u>

15. Operating lease commitments

	2021 £	2020 Re-stated £
The total future minimum lease payments under non-cancellable operating leases for land and building are:		
within one year	135,208	324,500
between one and five years	-	135,208

BRITISH AMERICAN DRAMA ACADEMY
NOTES FORMING PART OF THE ACCOUNTS (CONTINUED)
FOR THE YEAR ENDED 30th April 2021

16. Taxation

The company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

17. Related party transactions

During the year costs of £nil (2020: £6,890) were incurred for room hire at Oxford Playhouse. There was no balance outstanding at 30 April 2021 (2020: £nil). The Oxford Playhouse is considered to be a related party as Louise Chantal is a Trustee of the British American Drama Academy and the chief executive of the Oxford Playhouse.

18. Capital Commitments

On 28 April 2021 contractors were appointed for the quinquennial external redecoration of the premises at Gloucester Gate, as required under the terms of the lease. The work commenced on 31 May 2021 and was completed on 6 August 2021 with the final certified value being £145,800.