

**MOUNTVIEW ACADEMY OF THEATRE  
ARTS LIMITED**  
(a company limited by guarantee)

Company Number 01019858  
Charity Number 274166

**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**31ST AUGUST 2016**

# **Mountview Academy of Theatre Arts Limited**

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**Mountview Academy of Theatre Arts Limited**  
**Reference and Administrative Information**  
**For the year ended 31 August 2016**

**Regulatory Information**

<b>Company Number</b>	01019858	
<b>Charity Number</b>	274166	
<b>Directors and Trustees</b>	Tony Ageh Sir Brendan Barber Dame Colette Bowe Vikki Heywood Ibinabo Jack Andrew Parker Paul Roberts Ben Sumner Indhu Rubasingham Patrick Spottiswoode Hamble Wallace Vincent Wang	Resigned 3 March 2016  Appointed 3 March 2016  Resigned 3 March 2016   Appointed 28 April 2016
<b>Secretary</b>	Jeremy Smeeth	
<b>Principal &amp; Artistic Director</b> <b>Executive Director</b>	Stephen Jameson Sarah Preece	
<b>Registered Office &amp; Principal Address</b>	Ralph Richardson Memorial Studios Kingfisher Place Clarendon Road Wood Green London N22 6XF	
<b>Auditors</b>	Kingston Smith LLP Devonshire House 60 Goswell Road London EC1M 7AD	
<b>Bankers</b>	Unity Trust Bank PLC Nine Brindley Place Birmingham B1 2HB  Bank of Scotland 14-16 Cockspur Street London SW1Y 5BL  Close Brothers Limited 10 Crown Place London EC2A 4FT	
<b>Solicitors</b>	Bates Well & Braithwaite 2-6 Cannon Street London EC4M 6YH	



# MOUNTVIEW

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## Trustees' Report

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### Introduction

The Trustees hereby present their report and financial statements for the year ended 31 August 2016.

The reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Articles of Association and the 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 (Charities SORP FRS 102) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

### Objectives and Activities

The principal aims of Mountview Academy of Theatre Arts ('Mountview', 'the Academy') continue to be the promotion and provision of vocational education amongst members of the public; developing the public's appreciation and understanding of the arts.

The primary activity of Mountview Academy of Theatre Arts Limited is the provision of high quality foundation, degree, postgraduate degree and short courses for:

- Students who wish to work professionally as actors and performers, or production professionals in the theatre, music and related industries;
- Part-time students who wish to develop their creativity and skills.

### Structure, Governance and Management

#### Organisational Structure

Mountview Academy of Theatre Arts is a company limited by guarantee and is a registered charity, number 274166. Its governing document is its Articles of Association.

Mountview is managed by a Board of Trustees, chaired by Vikki Heywood. The Trustees are also directors of the charitable company for the purposes of company law, as well as being members of the company.

None of the directors has any beneficial interest in the company. As members of the company, each guarantees to contribute £1 in the event of a winding up.

The Board meets four to six times per year. This includes an away day - a less formal meeting which involves taking a longer strategic look at the organisation, its work and its plans for the future.

There are three standing sub-committees to the Board:

- The Finance & Planning Committee meets two to three weeks before each board meeting and plays an important part in the overall governance structure, giving advice to senior management on financial and operational matters when required and assisting the Board with the fulfilment of its fiduciary duties. The Committee is chaired by Andrew Parker, with Paul Roberts (Vice Chairman

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of the Board) a member, and with co-opted members as and when the company requires specialist advice or strategic guidance.

- The Capital Committee is chaired by Vincent Wang, with Patrick Spottiswoode, Vikki Heywood and Andrew Parker as members. A capital working group of staff from key areas of the organisation feeds into the Capital Committee. The Capital Committee has areas of specific responsibility delegated from the Board and is tasked with steering Mountview's capital project towards its goal of building entirely new premises for the Academy.
- A new Safeguarding Committee, chaired by Paul Roberts, was established during the year to recognise the increasing organisational, legal and societal focus on the areas of safeguarding and student welfare. The Committee ensures that the appropriate safeguarding policies, procedures and controls are in place and operating effectively.

Mountview also has a Development Advisory Board to oversee the fundraising campaign for the capital project. It has no delegated power or responsibility but is an essential part of our fundraising strategy for this major development. This board is co-chaired by Vikki Heywood and Hamble Wallace, and has a now extended membership of Steve Winter (CEO of the Kevin Spacey Foundation), John Reiss (CEO of Premier PR), Jayne Barr (Creative Consultant), Annie Fosse (Chair of Good Relations PR), Sir Brendan Barber (Mountview trustee, Chair of ACAS and ex General Secretary of the TUC), Michael Berg (Creative Director of the Hospital Club) and Liz Sich (Managing Director of Four Colman Getty).

Day-to-day management at Mountview is delegated to the joint Chief Executives: Stephen Jameson, Principal & Artistic Director, and Sarah Preece, Executive Director. They manage all other staff members via the executive team.

Stephen Jameson originally trained as an actor and spent the first ten years of his career acting at theatres including the Old Vic, Almeida Theatre and Stratford East and travelling the world with English Shakespeare Company. As a director Stephen has also created work for the Young Vic, the Globe International Shakespeare Festival in Neuss, the Queille Festival in Toulouse, the National Theatre in Seoul and Acteer studio, Den Haag. He has also taught and directed at Guildhall School of Music and Drama and Royal Central School of Speech and Drama. Stephen has written and adapted work for both radio and theatre.

Sarah Preece was Executive Director of Battersea Arts Centre from 2009 to 2013 and prior to that Finance Director at London's Royal Court Theatre for seven years. She was also an Arts Council England funded Clore Fellow in 2007/08.

The executive team comprises:

Jeremy Smeeth, Chief Operating Officer. Jeremy joined Mountview in April 2016 as Director of Finance & Resources, progressing to his current role in January 2017. Jeremy trained as a chartered accountant with KPMG before moving into arts financial management. Before joining Mountview he was Finance Director at Southbank Centre and prior to that Director of Finance & Administration at National Theatre of Scotland.

Sally Ann Gritton, Director of Academic Affairs & Head of Undergraduate Performance. Sally Ann has worked at Mountview since 2002 and was promoted to this new Executive role in January 2017. Sally Ann trained at Goldsmiths and RADA, gained an MA from Kings College, University of London, and was recently granted fellowship of the Higher Education Academy. Before joining Mountview she was Artistic Director of Sorted Productions.

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Andy Franks, Director of Projects & Estates. Andy trained at Mountview, later becoming Head of Construction. He was a freelance scenic carpenter in various locations around the UK and Europe before returning to Mountview as Production Director. He moved into his current role in August 2016, taking the lead on internal project management for Mountview's planned move to new premises in 2018, as well as management of our current estate. He also leads on health and safety organisation wide.

Matthew Turnbull, Commercial Director. Matthew began his career working in marketing for English National Ballet and then for the Almeida Theatre before becoming Senior Marketing Manager for Caprice Restaurant Group. Matthew joined Mountview as Marketing Director in 2012, and in 2014 his role grew to that of Commercial Director, also responsible for fundraising and all trading income for the company.

During the year, William Harris, Academic Director, left Mountview to pursue other career opportunities. Following his departure, the role of Academic Director was fully reviewed and it was decided to split the duties of this post between two existing staff members, Jeremy Smeeth and Sally Ann Gritton. As noted above, both therefore took on new roles in January 2017, and their operational teams have been restructured to support this change.

The executive team meets three times during the month; twice as an executive reporting group to progress managerial and executive business, and once as an executive working group, which comprises the executive and key heads of department, to progress key developments and initiatives for Mountview's longer term development. Formal records are taken of all these meetings.

### **Appointment and Retirement of Trustees**

It is Mountview's policy to appoint board members who possess a wide variety of skills, experience and expertise that enable them to provide the organisation with the best possible oversight, governance and guidance. The aim is to create an authoritative, diverse and informed board in terms of education, training, business affairs and involvement in the theatre industry.

There were two board appointments during the year.

- Dame Colette Bowe joined the Board in March 2016. Dame Colette chairs the Banking Standards Board and the ABRSM music examinations board, and is the former Chair of Ofcom.
- Ben Sumner joined the Board in April 2016. Ben is Head of Technical Theatre at the Guildhall School of Music and Drama and a Senior Fellow of the Higher Education Academy.

Two further appointments have taken place since the end of the financial year, with Southwark Councillor Mark Williams and Mountview graduate Arian Nik joining the Board in December 2016.

These appointments augment an already strong board of trustees with an appropriate range of expertise.

There were also two board retirements during the year. Tony Ageh resigned from the Board in March 2016 to take up the role of Chief Digital Officer at the New York Public Library, and Ibanabo Jack retired from the Board in March 2016 at the end of her three-year term as graduate trustee. The Board of Trustees thank both for their significant contribution to Mountview during their board tenure.

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### **Induction and Training of Trustees**

New trustees are provided with information on their role and responsibilities as a trustee, together with a copy of the Articles of Association and the latest audited Report and Financial Statements. They meet with the Chairman, other trustees and executive team members to gain insight into the operations of the charity before being formally invited to join the Board of Trustees. Trustees are kept up to date as appropriate with developments within the charity and the sector.

### **Staff and Remuneration Policies**

Mountview continues to operate with a relatively small number of dedicated and skilled core staff, augmented by a larger network of freelance and sessional tutors. Total core staff costs were 45% as a proportion of overall expenditure (not including freelance and sessional staff whose costs are accounted for under teaching costs).

Mountview is committed to paying our staff fairly for the work that they do, whilst recognising that the charity operates with limited financial resources. The Trustees approved a 1% increase to staff salaries in September 2015 and a further 1% increase in September 2016. Mountview offers pensions in line with current automatic enrolment legislation, together with other benefits such as season ticket loans and access to the childcare vouchers and cycle to work schemes.

Three staff development days take place over the course of a year. These sessions include health & safety training, updates on the capital project, fundraising development, teaching, assessment and curriculum development, safeguarding and Prevent training, and other initiatives that help develop and strengthen our organisational practices.

Mountview's continuing professional development policy supports and encourages staff to undertake professional assignments, commissions and training. This has proved effective in developing staff across the organisation.

### **Health and Safety**

The Health and Safety Committee is made up of staff representatives from each area of the organisation and is chaired by Andy Franks (Director of Projects & Estates). Regular health and safety reports are presented and relevant matters discussed at these meetings.

An annual health and safety report is presented to the Board by an external health and safety consultant. Interim reports are sent to the Finance & Planning Committee, highlighting accident and near miss reports received and any health and safety issues raised by the committee or executive team. The minutes from the Health & Safety Committee are sent to the executive team meeting. Minutes of these meetings are also circulated throughout the organisation for discussion on various staff and student meeting agendas.

### **Safeguarding**

Mountview Academy believes that the health, welfare and safety of children and adults (vulnerable and non-vulnerable) is of paramount importance and that all people without exception have a human right to be protected from abuse of any kind regardless of age, gender, ethnicity, disability, sexuality, gender identity, lifestyle or religious beliefs. As noted above, Mountview now has a Safeguarding Committee to ensure that effective safeguarding policies and procedures operate across the organisation. This includes the new Prevent duty for higher education institutions to have due regard to the need to prevent people being drawn into terrorism. An internal safeguarding working group has been established to support the Safeguarding Committee in its responsibilities. Effective safeguarding begins

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with staff being well informed, being aware of safeguarding issues, and following agreed procedures. During the year Mountview trustees and staff members have received safeguarding training. Staff members are required to report any concerns of potential risk to self/others or of abuse immediately through the procedures outlined in Mountview's safeguarding policy. All concerns of potential risk and allegations of abuse are taken seriously by Mountview and responded to appropriately and sensitively.

At the start of the year, as part of the student induction week programme, staff and external professionals provide excellent guidance to students on how to maintain their personal safety, look after their physical and mental health, work safely in practical workshops, and maintain a professional profile online.

### **Child Protection Policy**

Mountview's child protection policy has been reviewed and updated during the year, and continues to be put into practice to ensure the safety and welfare of all young people participating in Mountview activities. Child protection is overseen by the Safeguarding Committee and led on a day to day basis by our designated Child Protection Officer. We have regular training sessions for all staff who work with young people reminding them of their responsibilities when it comes to safeguarding young people and how best to report any issues or concerns.

### **Equality and Diversity**

Mountview fulfils its core aims by offering a diverse portfolio of full and part-time courses, enabling people of all ages and backgrounds to enrich their knowledge, skills and experience of the theatre arts sector.

Over the course of the last five years we have placed a great deal of emphasis on equality and diversity awareness and training in the organisation. We employed the equality and diversity consultants Mackenzies to work with us to define and refine our approach to this important area of our work. They helped us to develop a clear policy and action plan, as well as delivering seminars for students, staff and Trustees on equality and diversity including respect, bullying and harassment and dignity in the workplace. Our equality and diversity policy will be reviewed and updated in 2017.

Our students are now actively recruited from a diverse range of backgrounds via new initiatives such as regional and local scouting and nationwide workshops and auditions. Mountview recruits the highest percentage of BAME students of any drama school in the UK, with over 30% of students of BAME background on the three-year acting programme, and the second highest percentage of students in a drama school from state secondary schools with 85%. We aim to further improve on these statistics going forward, particularly with regard to the diversity of our musical theatre student cohort.

We also ensure that we offer equality of opportunity across each student cohort and it is evident amongst students that they relish the opportunities afforded them by being in a group that has a mixed demographic. Staff selection of plays and musicals takes into account this demographic and responds to what is an ever-changing mix of young adults from a wide range of backgrounds. Casting is allocated on the basis of student suitability for role and is irrespective of disability or ethnic origin. Gender balance is considered in the selection of materials to ensure that there are sufficient opportunities for all.

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### **Internal Control**

The Trustees retain overall responsibility for the charity's system of internal control, recognising that such controls can provide only reasonable and not absolute assurance against fraud and irregularities. Controls are set up to safeguard the charity's assets and ensure that the company is operating efficiently and effectively whilst achieving best value in relation to its expenditure.

The charity's controls include documented accounting procedures and a clearly defined framework of delegation of authority from the Trustees to the Chief Executives and onwards to senior staff. The annual budget is approved in advance each year by the Trustees and financial reports, highlighting any actual and projected variances of outcome against budget, are presented to each board meeting.

### **Risks and Uncertainties**

The Finance & Planning Committee has a specific delegated responsibility for identifying and monitoring business, financial and other risk and reporting to the Board. The Board throughout this period has given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

The trustees have undertaken a detailed risk management strategy that comprises:

- An annual review of the risks the charity may face;
- The establishment of systems and procedures to mitigate those risks identified; and
- The implementation of procedures designed to minimise any potential impact on the charity should any of those risks materialise.

A comprehensive risk and opportunity management tool is reviewed at executive team meetings, Finance & Planning Committee and Board meetings. This tool identifies risk mitigation factors currently in place and sets out an action plan for further mitigation of risks.

The principal risks facing the charity are as follows:

#### Short-term

- Being able to continue to negotiate appropriate lease terms on its current sites, and to sustain further increases in rent costs over Mountview's remaining time at Wood Green;
- Successfully reducing the forecast construction cost of Mountview's new premises at Peckham to match available project funding;
- Gaining any resulting planning permission amendments in a timely manner for any necessary design changes;
- Achieving its fundraising targets for this capital project in what is a difficult economic climate.

#### Mid to long term

- The Peckham capital project not being completed on time for our planned move to the new site in September 2018;
- Design changes necessary for cost reduction purposes mean that Mountview cannot realise its full ambition for the new premises;
- The threat of a reduction in the Dance and Drama Awards funding, and the effect that would have on student fees and on the talent and diversity of our student body;
- Future debt gearing levels, associated with building our new premises, may negatively impact on any future application for HEFCE funded status.

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### Strategic Report

#### Financial Review

##### Review of Financial Position

For the year ended 31 August 2016 Mountview Academy of Theatre Arts Limited had net expenditure of £20,195, after allowing for net income to the designated funds for the capital project of £32,558, and including a tax credit provision of £125,679 in relation to Theatre Tax Relief.

The total incoming resources of £5,412,580 have increased by £144,575 from 2014/15, which is mainly attributable to increases in student numbers and fees. The main source of funding for the charity is tuition fees which contributed 89% of total income. £1,339,211 (27% of tuition income) was received from the Education Funding Agency in the form of Dance and Drama Awards for individual students.

The total resources expended of £5,558,454 were above the amount spent in 2014/15 of £5,223,681 due to increased expenditure on staff costs, production costs and premises rents.

As detailed in 'New Building and Vision' below, Mountview has made significant progress in the year on its major capital project. Total expenditure on professional fees and associated project costs in the year amounted to £957,024. This expenditure has been capitalised and is shown as 'Assets under construction' within fixed assets. Movements in all fixed assets are shown in note 11 to the accounts.

##### Investment Policy

Under its Articles of Association, the charity has the power to make any investments that the trustees see fit.

The charity's modest level of reserves requires an investment policy which prioritises accessibility of funds. Two fixed notice deposit accounts, one requiring six months' notice and the other twelve months' notice, are held with Close Brothers Treasury. At 31 August 2016 £1,383,614 was held in these accounts, which represented 29% of Mountview's total cash balances at that date. A 30-day notice treasury reserve account is also held with Bank of Scotland, and cash funds surplus to day-to-day requirements are transferred to this account where possible.

##### Reserves policy

The Academy's total reserves have decreased in the year from £1,983,713 to £1,963,518, as a result of net expenditure in unrestricted and restricted funds, offset to an extent by net income in designated and endowment funds. After taking account of restricted, endowment and designated capital funds, this leaves a general reserve of £609,540 (a decrease of £31,774 from last year).

The Trustees continue to monitor the level of these general reserves and believe the current level is sufficient to provide financial flexibility over the forthcoming period. Recognising that the charity is going through a period of significant change as it moves its operations to new and enlarged premises, the Trustees plan to invest approximately 70% of these reserves in business model transition costs. However, the trustees have approved a business plan for operations at the new premises which will enable general reserves of £2 million, equivalent to three months future operating costs, to be built over the medium to long term.

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The Board has taken the decision to ring fence £1 million as a designated capital reserve to underwrite the first phase of capital costs for the new building premises.

Further details of all reserve funds are shown in notes 19 and 20 to the accounts.

### **Achievements and Performance**

#### **Overview**

Mountview is one of the UK's leading drama schools, with a long standing and international reputation for providing the highest quality training in acting, musical theatre, actor musicianship, directing, producing and technical theatre. Our mission is excellence, access and innovation and evidence of this can continue to be seen throughout the activity of the Academy in this year.

Mountview combines skills based training designed to create industry ready graduates with the development of individual creativity through project opportunities, all of which are designed to nurture intelligent and creative artists.

#### **Excellence**

Ofsted inspected Mountview in October 2015 as part of their standard inspection cycle. The grade awarded for overall effectiveness was 'outstanding'. We have also had a positive outcome from our annual monitoring report to QAA, and have had our specific course designation renewed by the Department for Education for 2016/17, with final confirmation for 2017/18 currently awaited. Further details are provided below under 'Quality Assurance'.

Students in this year were nominated for and awarded scholarships and bursaries from the following: Andrew Lloyd Webber Foundation Scholarship, Sir John Gielgud Charitable Trust, Lilian Baylis Award, Lionel Bart Foundation, South Square Trust, and Leverhulme Scholarship. Students represented the Academy at the Sam Wanamaker Festival at the Globe Theatre, Spotlight Prize, and the BBC Carleton Hobbs Radio Bursary for which the team received commendations.

#### **Access**

In 2015/16 132 students received Dance and Drama Awards (DaDA) funding from the Education Funding Agency to complete diploma qualifications awarded by Trinity College, London. The Dance and Drama Awards continue to provide the principal source of support for students showing exceptional potential to succeed in the theatre industry and are vital to the ongoing diversity of our student intake.

In addition, students on the Musical Theatre foundation course are supported by bursaries afforded through donations to Mountview. Competitive awards were also won through audition for Help Musicians UK and the Laurence Olivier Bursary which awarded £12,000 to talented students in their second year of study.

#### **Innovation**

Mountview continues to develop its reputation as a home for experiment and innovation and continues to champion new writing. There were three world premieres commissioned and programmed in the public facing repertoire this year; two new musicals and a play. New scripts are given a reading on a

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weekly basis through our alumni initiative. Additionally, work was researched and developed in-house with external creative teams.

### **Academic Programmes**

2015/16 was another busy and successful year for Mountview across all academic programmes. Student applications increased slightly on 2014/15, from XXX to XXX. The total enrolment across all years of study in 2015/16 was 415 full time students (2014/15 – 401) and 32 part time students (2014/15 – 32), studying from pre-degree to taught Masters level.

These increases in enrolment are part of our ambition to grow the numbers of students having the opportunity to experience the excellence of training at Mountview. In our current accommodation any further increases will necessarily be kept to a minimum, but our new proposed site will allow for significant growth in student numbers, particularly in our Foundation and Masters level programmes.

September 2015 saw the addition to Mountview's academic programme of three new courses at Masters level, in what is a developing specialist strand, designed to offer small cohorts of practitioners an opportunity to study for an MA in their chosen field alongside Mountview's teams of practitioners. The new MAs were in Musical Direction, Creative Producing and Writing Musicals.

Student achievement rates remain consistently high at Mountview with a significant proportion of degree passes continuing to be in the first class and upper second class classifications. External examiners' reports commend the standards achieved by students and the fairness and impartiality of the assessment systems.

The primary courses in 2015/16 were:

- Three Year BA (Hons) in Performance (Acting Option)
- Three Year BA (Hons) in Performance (Musical Theatre Option)
- Three Year BA (Hons) in Performance (Actor Musician Option)
- Three Year BA (Hons) Theatre Production Arts
- Two Year FdA Theatre Production Arts
- Three Year Diploma in Professional Acting
- Three Year Diploma in Professional Musical Theatre
- One Year MA/PgDip in Performance (Acting Option)
- One Year MA/PgDip in Performance (Musical Theatre Option)
- One Year MA/PgDip in Theatre Directing
- One Year MA/PgDip in Musical Direction
- One Year MA/PgDip in Writing Musicals
- One Year MA/PgDip in Creative Producing
- One Year Mountview Diploma in Technical Theatre
- One Year Foundation in Musical Theatre
- One Year Foundation in Acting

All higher education courses are validated by the University of East Anglia (UEA), with whom we continue to have an excellent partnership working relationship.

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Students in receipt of a Dance and Drama Award complete the Diploma in Professional Acting or Professional Musical Theatre validated by Trinity College, London and additionally complete their BA in Performance, gaining two NQF level 6 awards. Again, Trinity College are a supportive and engaged partner in the assessment and management of these awards.

Mountview also runs a one-year Foundation Course in Musical Theatre and in Acting both of which have significant success in preparing students for full time training.

### **Quality Assurance**

Mountview is a Higher Education Alternative Provider, with specific-course designation from the Department for Education (DfE) via the Higher Education Funding Council for England (HEFCE). We have applied for redesignation of all our higher education courses for 2017/18, together with approval to participate in the new post graduate student loans programme, and await final confirmation of this.

Following an inspection in October 2015 by Her Majesty's Inspectors from Ofsted Mountview was found to be an outstanding provider.

The key findings were:

- Leaders, governors and staff ensure that teaching, learning and assessment are outstanding, and students in acting and musical theatre make outstanding progress;
- Teachers use their excellent industry experience expertly to prepare students for working in the theatre and associated industries;
- Governors and the new senior leadership team have a strategic vision for the academy which is focused strongly on securing employment for talented young people in acting and musical theatre;
- Governors and staff have a strong commitment to ensuring equality of access to training and have successfully raised participation from underrepresented groups;
- Managers make very effective use of feedback from students, staff and employers in order to develop the curriculum and ensure that students have the skills to meet the changing needs within the industry;
- Almost all students successfully complete their qualifications and the large majority achieve high grades;
- A high proportion of students successfully gain employment in the theatre and related industries;
- Students' conduct and attitude to learning are exemplary; they adhere to high professional standards;
- Teachers thoroughly assess students' prior attainment and skills at the start of the course and use this information to plan learning that closely matches each student's needs;
- Teachers provide detailed feedback to students on their performance and progress; students reflect with maturity on the guidance given and rapidly improve their skills;
- Staff create an atmosphere of trust, in which the students very quickly gain the confidence to collaborate with each other and take risks to develop their learning.

In November 2016 we submitted our annual return to the Quality Assurance Agency for Higher Education (QAA) covering data for the academic year 2015/16. In response to this return QAA have confirmed that a monitoring visit for specific course designation purposes will not be required in

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2016/17. QAA state that our annual return 'demonstrates that Mountview is continuing to maintain academic standards and enhance the quality of student learning opportunities and information about learning opportunities'.

2015/16 was the first year of implementing our new Learning, Teaching and Assessment Strategy. Progress was made on all of the six priorities: Championing Innovation, Collaboration, Industry Ready Graduates, Lifelong Learning, Using Technology and Supporting Learning. This information is being continuously logged and the implementation plan accounts for priority status and suggested timescales. Confirmation of the capital project plans has also helped to clearly identify the areas that will be best completed in alignment with this move.

The quality of teaching is assessed as an ongoing part of staff development and support. There is a strong culture of peer to peer observations in addition to discipline specific observations. The in-house Lesson Observations Report 2015/16 showed that there was a notable improvement made in relation to the areas identified for development in the previous academic year. The ongoing ambition for students to take more responsibility for their own learning continues to make progress, with students reminded of the importance of preparation in order to be in a state of active learning in class.

### **Artistic Delivery - Productions**

Mountview presented four seasons of public productions and events in 2015/16, featuring its third year undergraduates in the first three seasons and postgraduate students in the fourth. Almost all of this work was delivered in venues across London, largely concentrated in the London Borough of Haringey.

Often engaging external directors, musical directors, choreographers and designers who are currently working in the professions these productions provide valuable industry-level experience for our students, both performance and production, prior to working in the professional theatre and arts world. They also allow agents, casting directors and other industry professionals to see students' work, offering a showcase for all participants. The benefits to students are evident in the excellent graduate destination statistics in what is a highly competitive marketplace.

The undergraduate third year acting pathway public season was Peter Flannery's *Singer, Buster's* by Roy Williams, and Shakespeare's *Julius Caesar* at the Bernie Grant Arts Centre, Rory Mullarkey's *Grandfathers*, Michael Lesslie's *Prince of Denmark* and *Fanatical* by Matt Board and Riena Hardy at the Karamel Club, Landford Wilson's *Balm in Gilead* and Miller's *The Crucible* at the Arcola Theatre. The actors' showcase was performed at the Soho Theatre.

The undergraduate third year musical theatre pathway public season was *Hoods* by Chris Blackwood and Drew Jaymson, Cole Porter's *Kiss Me Kate* and *Legally Blonde* at the Bernie Grant. Michael John La Chiusa's *First Lady Suite*, Pasek and Paul's *Dogfight* at the Karamel Club and finally *Jane Eyre* at Jacksons Lane. The musical theatre showcase was performed at the Phoenix Theatre.

The first graduating cohort of undergraduate actor musicians performed a public season of Stephen Lowe's *Touched* at the Bernie Grant, *Jaques Brel Is Alive And Well And Living In Paris* at the Karamel Club and *Jane Eyre* at Jacksons Lane. The actor musicians' showcase was performed at the Cabaret Bar of the Soho Theatre.

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In addition to this theatrical body of work all undergraduate performance students created television show reels as part of their third-year screen studies.

The postgraduate musical theatre pathway played their public season of John Michael La Chiusa's *House of Bernada Alba* and *Anne of Green Gables* by Don Harron and Norman Campbell at the Unicorn Theatre. The acting pathway played a season of Jessica Swale's *Blue Stockings* and *Welcome to Thebes* by Fiona Buffini at the Bridewell Theatre. Both pathways' showcases took place at the Ambassadors Theatre. The postgraduate theatre directing and creative producing students also presented a season of ten plays at the Karamel Club, entitled *Mosaic*, to showcase their work.

We have taken the decision to tour productions whenever possible to give our students the challenge of adapting to a range of new spaces and also provide them with as close an understanding of the rigours of industry expectation as possible. In this year *Kiss Me Kate* toured very successfully to the Queen's Theatre, Hornchurch and *Jane Eyre* visited UEA and played a tour of Further Education colleges.

### **Artistic Delivery – New Work**

The Mountview philosophy of supporting and commissioning new writing continues to grow stronger. There were three world premieres commissioned and programmed in the public facing repertoire this year; two new musicals and a play. The musicals were *Hoods* by Chris Blackwood and Drew Jaymson and *Fanatical* by Matt Board and Riena Hardy, which was co-produced with The Stable new writing initiative. Roy Williams was commissioned and funded by Mountview and Arts Council England to write *Buster's* to represent the diversity of our third-year community, and this production involved a cast from across the year group that were largely from BAME (Black, Asian and minority ethnic) backgrounds.

Other work researched and developed at Mountview included three new musicals; *Lockhart* by Jason Carr and Ashley Robinson, *Gulliver's Travels* by Andrew Doyle and Duke Special and *Angry Birds* by Dougal Irvine. This year has seen three works previously developed by Mountview transfer to be produced professionally, *Karagula* by Philip Ridley, *Sleepless* by the Analogue Collective and *Out There* by Elliot Davis and James Bourne.

Peter James CBE our MA directors' course leader also runs a weekly new writing dramaturgy and reading workshop; a cross pathway drop in company of present students and alumni. This workshop allows new writers to hear their work and gain feedback from the acting community.

### **Other Events**

Mountview has initiated a series 'In Conversation' masterclass lectures. These informal and insightful free form conversations are held at the Hospital Club and are attended by a mixed audience of students, industry and friends. The 'conversations' this season have been Dame Judi Dench with Sir Richard Eyre, Sir Michael Boyd with Indhu Rubisingham, Elaine Paige OBE with Mark Shenton, Sir Richard Eyre with Patrick Spottiswoode, Howard Goodall CBE with Mark Shenton, Christopher Hampton with Alistair Owen, and finally Michael Billington, Danielle Torrento, Sian Thomas and Stephen Jeffries discussing the role of the critic with Vikki Heywood.

# MOUNTVIEW

## ACADEMY OF THEATRE ARTS

### **International Profile**

Mountview plays on a worldwide stage. We receive applications and currently have students from 48 countries across the world.

As part of our international development and outreach work this year we led workshops and auditions in Mumbai and New Delhi, India, at Bårder Academy in Norway and the Norwegian College of Musical Theatre, Cours Florent in Paris and Xing Hai University in China.

Our third year actors' production of *Julius Caesar*, directed by Polina Kalinina, toured to the International Shakespeare Festival at the Globe in Neuss, Germany.

Stephen Jameson was recognised as an International Professor by Cours Florent in Paris, accepting his award on the stage of the Bouffe Nord Theatre.

Mountview will continue to develop its international strategy in 2017/18. Our workshop and audition programme will be extended to also include the Faust Institute in Hong Kong and the School of Theatre Arts in Singapore, and we will run summer schools for students of Xing Hai University based in Guangzhou, China. We will be visiting the University of Arizona, as well as specialist colleges in Los Angeles and Orange County in the United States of America. We are developing networks in Cape Town, South Africa and are setting up Memoranda of Understanding with Cours Florent, Paris, Musikkteatrehoyskolen, Oslo and the Freedom Theatre of Palestine.

### **Graduates**

Our 2015 graduation ceremony was held at the Cambridge Theatre on the set of the musical *Matilda*. Tim Minchin and Denis Kelly, the writers of *Matilda*, were awarded Honorary Doctorates of the University of East Anglia at the ceremony. The Gyearbour Asante Prize was awarded to Michael Bell and Judith Neil, and the Luke Morton Award went to Ella Wheway and Lucy Sykes.

Our 2016 graduation ceremony in November 2016 was held at the Lyceum Theatre. Michael Pennington was awarded an Honorary Doctorate of the University of East Anglia, while the Gyearbour Asante Prize was awarded to Adam Small, the Diana Boddington Award was presented to Sam Hawkes, and the Luke Morton Memorial Award went to Estenia Williams and Alice Stephenson.

These were all, as usual, joyful occasions attended by students' friends and families along with academic colleagues and special guests.

The Industry Liaison Officer at Mountview works with third year students and alumni to help ensure the very best professional outcomes and promote ongoing opportunities for them. The employment record of our graduates remains strong with a high proportion of graduating students finding work within the professional theatre and related industries within a year of leaving Mountview.

The following tables show the representation and employment rates of the 2015/16 undergraduate cohorts. The figures for all graduates are:

# MOUNTVIEW

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### All graduates % employment & agent representation

2015-2016	Employment	Representation
Acting	53% (17/32)	81% (26/32)
Actor Musician	40% (4/10)	100% (10/10)
Musical Theatre	74% (28/38)	97% (37/38)

Within these cohort totals the following data relates to those students in receipt of Dance and Drama award funding. There were no DaDa awards to Actor Musician students in this year group.

### DaDa funded graduates % employment & agent representation

2015-2016	Employment	Representation
Acting	71% (12/17)	82% (14/17)
Musical Theatre	75% (18/24)	96% (23/24)

BAME employment and agent representation is exceptional at 100%. However, cohort sizes for these groups are still lower than we would wish and Mountview has strategies in place to grow these figures over time.

### BAME % Employment & Agent representation

2015-2016	Employment	Representation
Acting	100% (6/6)	100% (6/6)
Musical Theatre	100% (2/2)	100% (2/2)

Whilst female students do well in gaining agent representation, the employment rate is much lower than their male counterparts. This is explained by the more limited volume of employment opportunities in the industry rather than the relative quality of their skills. Mountview continues to encourage students to also create their own work and develop opportunities for themselves in addition to attending castings.

### Gender % employment & agent representation

2015-2016	Female employment	Male employment	Female agent representation	Male agent representation
Acting	38% (5/13)	63% (12/19)	69% (9/13)	95% (18/19)
Actor Musician	29% (2/7)	67% (2/3)	100% (7/7)	100% (3/3)
Musical Theatre	71% (17/24)	71% (10/14)	96% (23/24)	100% (14/14)

As noted above, many students across the three performance courses have already secured employment. Some highlights are:

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### Acting cohort 2015/16

**Joshua Akehurst** has made his television debut playing the lead role of Arthur in *Morgana* for Disney TV and then went on to film the title role for Fox 21 Television in *Genius: Einstein*. **Matt Barkley** has shot a commercial for *Nokia* and will be making his West End debut in David Walliams' *Gangsta Granny*. **Glenn Boateng** will be shooting a role for the celebrated television series *Vera (ITV)*. **Cristal Cole** filmed a guest lead in *Doctors (BBC)* and is now filming for the television film *The Laura Marlin Mysteries*. **Joseph Cox** joined the cast of *Fishing Tricks*, Arcola Theatre. **Chloe Knight** is touring Italy as Juliet in *Romeo and Juliet* with Bell Beyond Theatre Company. **Megan Lynn** has been presenting for the Welsh television series *Gwdihw*. **Arian Nik** has just finished working with Stephen Daldry on a new play, *Jungle*, in collaboration with the National Theatre and Good Chance Theatre. **Eddy Payne** has played the part of Banquo in *Macbeth*, Young Shakespeare Company. **Samuel Ranger** recently played the part of Phillip in the ITV2 series *Dropperz*. **Tomos Wynn** is soon to be appearing as Malcolm in *Macbeth* by Theatre Genedlaethol Cymru.

### Musical Theatre cohort 2015/16

**Simbi Akande** before graduating was cast in the West End production of *Showboat* and then joined the cast of *Ghost the Musical*, playing the part of Clara Brown. **Jonathon Bentley** and **Jemma Revell** joined the West End cast of *Mamma Mia* understudying the lead parts, Sky and Sophie. **Paul Deegan** has shot the commercial campaign for *Lucozade*. **Lauren Drew** is currently the understudy for the lead part, Molly, in the UK tour of *Ghost the Musical*. **Sophie-May Feek** played the role of Sandra in *Made in Dagenham*, Queens Theatre Hornchurch. **Melissa Jane Fleming** has recently been seen in *Doctors (BBC)*, playing a guest lead. **Ryan Frank** will be appearing as James in the new musical *The Mirror Never Lies*. **Ceara George** made her pantomime debut in *Jack and Beanstalk*, Weymouth Pavilion. **Sophie Matthew** recently filmed for the acclaimed drama series *Humans (Series II)*, Channel 4. **Matthew McDonald**, **Benjamin Purkiss** and **Samuel Thomas** all performed in the British stage premiere of *Allegro*, Southwark Playhouse. **Ellie Mullane** is making her professional debut in *Where is Peter Rabbit?* at the Old Laundry, directed by Peter James. **Madison Swan** is currently performing in Disneyland Paris' new production of *as Rafiki*.

### Actor Musician cohort 2015/16

**Connor Arnold** has filmed the role of Simon, in the acclaimed television series *Silent Witness (BBC)*. **Simon David's** one man cabaret show *Virgin* performed at the Phoenix Artist Club and he will be appearing as the actor musician in *Southern Baptist Sissies* at Above the Stage Theatre. **James Gillard** performed in the actor musician production of *Blood Wedding*, Spanish Theatre Company. **Anna Pritchard** performed in the renowned actor musician production of *Aladdin*, Theatre Clwyd. **Elizabeth Rowe** made her stage debut in the first actor musician production of *Made in Dagenham*, Queen's Theatre Hornchurch. **Lana Walker** recently appeared in *James and the Giant Peach* at Northern Stage, Newcastle, playing the role of Ladybird.

Of course, Mountview alumni continue to feature in a wide range of stage, television and film roles worldwide.

### **Public Benefit**

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit.

# MOUNTVIEW

## ACADEMY OF THEATRE ARTS

Mountview Academy offers a diverse portfolio of full and part time courses, enabling people of all ages and backgrounds to enrich their knowledge, skills and experience of the theatre arts sector.

Mountview also continues its comprehensive work in the community through outreach activities in the local borough and beyond. The Academy engaged with approximately 1,350 young people in 2015/16; 860 engaging in skills training and 490 in outreach engagement.

Alongside our main academic programmes, the following initiatives and projects took place in 2015/16:

### ENGAGE – Young People’s Programme

Mountview has continued to develop and deliver its young people’s programme. This includes all Saturday School classes and a range of Summer School opportunities. During this year the Academy worked with 670 participants and provided 256 scholarships and bursaries, principally through our partnership with Tottenham Hale Grammar School. The Saturday school also provides continuing development for invited BA students who gain valuable work experience and increase their own employability. Mountview students who express an interest in working in areas such as education and workshops provision for young people are encouraged to become involved in the Saturday workshop programme. Suitable candidates work on the young people’s programme as support teachers in the first instance, supported through mentoring towards being confident and competent to deliver classes in their own right.

### Mountview scouting outreach partnerships

In an effort to increase access and diversity Mountview continues to build on its successful nationwide scouting facility. Mountview works in collaboration with arts organisations throughout the UK who have a track record of working with a culturally, socially and financially diverse range of people at grass roots level. Our list of partners grew from 17 last year to 31 in 2015/16, and included - Citizens Theatre, Glasgow; Live Theatre, Newcastle; West Yorkshire Playhouse, Leeds; Brewery Arts, Kendall; Manchester Musical Youth; Royal Exchange, Manchester; Belgrade, Coventry; Llanelli Youth Theatre; Theatre Clywd, Bristol Old Vic; Theatre Royal, Plymouth; Salisbury Playhouse; New Wolsey, Ipswich; Queen’s Theatre, Hornchurch; Stratford East; Leyton College; Theatre Peckham; Tricycle Theatre; Young Vic; Islington Community Theatre and London Bubble.

Young people from within these youth communities are recommended to Mountview and once recommended receive free auditions and help financially with travel if needed. If successful at auditions these young people are ideal candidates for DaDA awards. For our September 2016 entry, 43 candidates were proposed by partners, 35 auditioned and ten recalled. Five achieved places, of whom two are now enrolled as DaDA funded students on our BA pathway and two on our Foundation Acting programme.

### Bridge Project (funded by Mercer’s Charitable Foundation and Ernest Cook Trust)

This initiative provided an opportunity to identify local young talent from schools in the area and signpost further training opportunities to them. This project ran in Autumn term 2015 and Spring term 2016 involving 112 participants. The schools that took part in this venture were Gladesmore Community School, Parkview, St Thomas More, Woodside, Hornsey School for Girls and Grieg City Academy. Six freelance practitioners (four of whom are Mountview graduates) worked with these young people which culminated in final shows at Mountview where they played to an audience of 120 invited people.

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This project has been a huge success, not only in strengthening relationships with local schools, but also as an opportunity to identify talent and signpost them to further training.

Funding for this project is now at an end and new funding to re-launch the initiative is being sought.

### Jack Petchey Crystal Award

Having been awarded £1,500 by the Jack Petchey Foundation to use at our discretion, Mountview ran three Easter week acting courses for 12-18 year olds with a total of 38 participants.

### 'Buster's' by Roy Williams

As part of the rehearsal period for this new play by award winning writer Roy Williams, Mountview facilitated access opportunities for young people. This project began by inviting 18 young people from St Thomas More School, Hornsey Girls School and Greig City Academy to watch *Buster's* in rehearsal, to speak to the director and to give him feedback. An audience of approximately 90 young people were then invited to watch preview performances of the play at Bernie Grant Arts Centre.

### Primary School Reading

Students on the Foundation in Musical Theatre visited Lancastarian Primary School in Tottenham to read to approximately 300 young people. The texts included *The Enormous Crocodile* for years 1 and 2 and Abridged Shakespeare versions of *Romeo & Juliet* and *Macbeth* for years 4, 5 and 6.

### Haringey Festival

A joint initiative between Mountview and Jacksons Lane in October 2015 held at Northumberland Park School in Tottenham, this festival involved approximately 100 participants and approximately 200 audience members. The Mountview Young Peoples Choir performed at the festival.

### Interview Skills Day

Working with Haringey Partnerships, Mountview ran mock interviews with eight young people from Northumberland Park School in Tottenham. This initiative was designed to improve confidence, communication and presentation skills for these participants.

### The Challenge

Mountview hosted five workshops on presentation and communication skills for the North London branch of 'The Challenge' which specialises in activities with young people. This developed into a Dragons' Den style business pitch competition where young people were encouraged to use their creative skills to design the pitch for an idea aimed at helping a charity. Participants then utilised their learning on presentation and communication skills in the delivery of the pitch.

### Imagine If

The Tottenham Hotspur Foundation hosted two Mountview acting workshops for students in 'Haringey Virtual School' – which provides opportunities and mentoring for Haringey young people in care. Mountview also attended a careers/futures/next steps advice event at Tottenham Hotspur for Haringey young people in care.

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### Plans for Future Periods

#### New Building and Vision

This year has seen significant progress in Mountview's major capital project to build brand new facilities for the Academy in Peckham, South London.

We are working on this project in partnership with London Borough of Southwark, who have granted Mountview a 99-year lease over a brownfield site at Eagle Wharf, next to Peckham's Stirling Prize-winning library. Mountview's move to Peckham is a key part of Southwark's regeneration strategy for this area, and they are an extremely supportive partner.

The project is currently between Stages 3 and 4 of the Royal Institute of British Architects' (RIBA) Plan of Work. Planning permission was granted in September 2016, and following sign off of the Stage 3 design reports by the Board in October, work has continued on more detailed and final design. In tandem with this design process, the principal contractor was engaged in May 2016 to undertake market testing of all sub-contractor packages and deliver a final construction cost. Initial results from market testing have highlighted a difficult current construction market with higher than anticipated pricing on several packages. In the light of this, the Capital Committee is currently working with the design team and principal contractor to bring the forecast total construction cost back in line with Mountview's available project funding. This has involved some redesign work and will require a material amendment to our planning permission, which the Trustees are confident of obtaining. We remain on track to receive a final construction price in late February 2017, with a view to signing the construction contract in March and starting on site in April.

The Academy plans to open its new premises in September 2018. The premises will include:

- a 200-seat theatre and 80-seat studio theatre
- 21 large studio spaces
- 14 singing practice rooms
- A professional construction workshop and associated production facilities
- Public cafes/bars and a roof top cafe/restaurant
- Improved student facilities: congregation areas and break out spaces, student common room, library, work spaces and computer suites

The total project cost is £27.3m of which £24m is construction costs. This will be funded through both loan financing and fundraising. Southwark Council are providing a finance facility of up to £25m, on a fixed interest basis over a 35-year repayment term. The full facility will be available to cover the project cash flow during construction, and by completion we forecast a net outstanding facility balance of £21.8m. Fundraising income of £5.5m will make up the balance of the project cost. Southwark Council have awarded a capital grant of £2.5m, and of the remaining £3m we have already secured £825k from two major trust grants (from the Backstage Trust and the Foyle Foundation) and other donations. With over 18 months to go before opening, and a fundraising strategy in place, we are confident of raising the remaining £2.2m.

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The complexity of this project is very clear, both in terms of the scale of the build and the extent of operational delivery challenge. The Academy continues to develop detailed plans for the construction period and for the transition of operations from its current site at Wood Green to Peckham. The trustees have allocated financial resources from the charity's reserves to ensure it has the necessary staff capacity and expertise to deliver the project.

Principal considerations for this next project phase are:

- Finalisation of the construction price and planning permission amendments;
- Managing the project through the construction phase, both practically and financially;
- Continued implementation of our fundraising strategy;
- Early communications with students and staff on all aspects of transition;
- Planning for a period of operating over two sites whilst maintaining a full teaching programme, including the logistics of moving equipment, facilities and stores to avoid down periods;
- Dilapidations work at the Wood Green site;
- Contingency planning for the risk of any project delays. Security of tenure for the medium term throughout our current estate allows the Academy to consider remaining at its current site in the event of such delays.

The Academy has produced a 35-year business plan to support its operations in the new premises – this plan has been scrutinised and approved by the Board and Southwark Council, and independently reviewed by external consultants.

The proposed business model sees us increase student numbers (full time and part time) to 600, and we anticipate an additional 600-800 users of the building during evenings, weekends, and all school holidays. The building will, at its heart, retain its primary focus as a vocational academy of excellence during the academic year and become a professional development and community skills learning centre out of hours.

The addition of a publicly facing, fit-for-purpose theatre will provide opportunities for apprenticeships and training and will enable us to deliver our world class repertoire while opening our doors to the local community of Peckham and beyond.

The new premises contain several retail catering spaces, which we intend to sublet to independent operators. These, together with opportunities for space hire, community classes and new vocational training courses will generate additional revenues of over £2m per annum by 2020/21.

Loan interest will be payable from 2018/19 onwards, starting at £891k per annum and reducing over time as the loan facility principal is also paid off. Together with ground rent of £175k per annum, initial property costs will therefore be £1.1m in the first year of operation, which is equivalent to the projected property costs in that year were Mountview to stay at its current site. The crucial difference for the charity is of course that it will be servicing and paying down the loan on its own premises rather than paying rent to external landlords. After 20 years, total property costs will have dropped to £880k and after 30 years to £575k, thus delivering a significant reduction in site costs for the Academy.

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### Business Planning

In addition to the business model planning for our new site, Mountview continues to act on its core business planning priorities, as summarised in the following table:

Business Planning Objective	Achievements 2015/16	Future Actions 2016/17
<p>Be recognised as one of the five top drama schools in the UK with a reputation for <u>innovation, excellence and access</u> within the theatre, arts and training sectors and more broadly</p>	<p><b>Innovation:</b></p> <ul style="list-style-type: none"> <li>• New writing collaborations as detailed (see above)</li> <li>• Further development of Artistic Associates</li> </ul> <p><b>Excellence:</b></p> <ul style="list-style-type: none"> <li>• Applications continue to be above 3,000 for the Academy as a whole with the main undergraduate courses attracting circa 2,300 applications for 80 enrolments annually</li> <li>• Increased international applications and enrolment</li> <li>• New postgraduate course offers</li> <li>• High levels of student achievement and progression</li> <li>• Strong graduate employment statistics. On the basis of this metric Mountview is one of the top five drama schools in the UK</li> <li>• High quality teaching as judged by OFSTED and QAA</li> <li>• High profile Board membership</li> </ul> <p><b>Access:</b></p> <ul style="list-style-type: none"> <li>• Increased number of Mountview scouting outreach partners</li> <li>• Retention of 2014/15 DaDA funding levels</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop further measurements of progression and refine our data on:               <ul style="list-style-type: none"> <li>- Graduate destinations</li> <li>- Press coverage</li> <li>- Profile of student achievement</li> <li>- Attainment of prizes &amp; awards</li> </ul> </li> <li>• Continue to increase the total number of postgraduate applications and enrolments</li> <li>• Seek to increase total number of international applications</li> <li>• Prepare thoroughly for QAA's Higher Education Review in October 2017</li> <li>• Successfully implement Year 2 of the Learning, Teaching and Assessment Strategy.</li> <li>• Continue to develop and grow community engagement projects</li> </ul>

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	<ul style="list-style-type: none"> <li>Continued strong community engagement work</li> </ul>																									
<p>Further strengthen links with the professional theatre, film and broadcasting industries, sharing ideas, resources and a spirit of innovation in pursuit of excellence</p>	<ul style="list-style-type: none"> <li>'In Conversation' events continue to successfully raise Mountview profile in industry</li> <li>Mountview masterclasses with leading practitioners</li> <li>New writing strands have achieved working partnerships with established playwrights</li> <li>Industry partnerships with ATG, Hospital Club &amp; MAC</li> <li>National and international touring of shows consolidated</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop further international links</li> <li>Seek further touring opportunities and new theatre collaborations, especially in the London Borough of Southwark</li> <li>Further develop digital and film work</li> </ul>																								
<p>Move to newly refurbished premises following a successful fundraising campaign</p>	<ul style="list-style-type: none"> <li>Lease and finance agreement signed with Southwark Council for capital project</li> <li>New premises fully designed and planning permission granted</li> <li>£3.3m of total fundraising target of £5.5m secured</li> </ul>	<ul style="list-style-type: none"> <li>Secure remainder of fundraising target for project</li> <li>Sign construction contract and start on site</li> <li>Manage project budget and cash flow effectively</li> </ul>																								
<p>Broaden and diversify our funding base with a view to creating a secure and sustainable future and the ability to further invest in student support and facilities</p>	<ul style="list-style-type: none"> <li>Student numbers are now spread more evenly across a wider range of programmes reducing over reliance on undergraduate programmes.</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>UG</th> <th>PG</th> <th>Foundation</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>81%</td> <td>12%</td> <td>7%</td> </tr> <tr> <td>2013/14</td> <td>77%</td> <td>12%</td> <td>11%</td> </tr> <tr> <td>2014/15</td> <td>70%</td> <td>15%</td> <td>15%</td> </tr> <tr> <td>2015/16</td> <td>67%</td> <td>19%</td> <td>14%</td> </tr> <tr> <td>2016/17</td> <td>66%</td> <td>20%</td> <td>14%</td> </tr> </tbody> </table>		UG	PG	Foundation	2012/13	81%	12%	7%	2013/14	77%	12%	11%	2014/15	70%	15%	15%	2015/16	67%	19%	14%	2016/17	66%	20%	14%	<ul style="list-style-type: none"> <li>Continue conversation with HEFCE at senior level, with a view to applying for direct HEFCE funding</li> <li>Continue to develop revenue fundraising strategy</li> <li>Build further capacity in fundraising team</li> <li>Identify potential operators for commercial units at Peckham</li> <li>Finalise plans for</li> </ul>
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	<ul style="list-style-type: none"> <li>• Box office income levels increased by 10% from previous year</li> <li>• Head of Fundraising recruited and in post</li> <li>• Capital appeal launched and progressing well</li> </ul>	Community Academy and space hire income streams at Peckham
Simplify accountability requirements through a strategic review of key funding, validating and accrediting partners	<ul style="list-style-type: none"> <li>• All HE validation is now with UEA</li> <li>• Discussions started with HEFCE to seek new key funding arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Continue consultation with HEFCE</li> </ul>
Grow from just under 400 students to 600 over the whole of our portfolio of training provision	<ul style="list-style-type: none"> <li>• Increased enrolment in 2015/16 detailed above</li> <li>• Peckham business plan contains detailed growth targets, broken down by course</li> </ul>	<ul style="list-style-type: none"> <li>• Progress international strategy to increase international applications</li> <li>• Develop full plans for new courses (see below)</li> </ul>
Develop and introduce a number of new undergraduate and a range of new postgraduate programmes	<ul style="list-style-type: none"> <li>• The BA Performance (Actor Musician) is now in full operation, with a first graduate cohort in 2015/16</li> <li>• MA provision expanded in 2015/16 with the introduction of three new programmes in Musical Direction, Writing Musicals and Creative Producing</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise design of new programmes specifically for Peckham including postgraduate MAs in Site Specific Work and Theatre in Education</li> </ul>
Develop a programme that links our young people's work to our formal training programmes	<ul style="list-style-type: none"> <li>• Foundation programmes are now embedded and recruiting to target, with graduates of these programmes successfully securing places on full time training courses</li> <li>• Initial research into apprenticeship training opportunities carried out</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise plans for increased cohorts on Foundation programmes at Peckham</li> <li>• Develop plans for apprentice training opportunities to foster young people from a range of backgrounds into vocational theatre</li> </ul>

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		industry training
<p>Increase the number of international partners and students and develop Mountview's reputation internationally</p>	<ul style="list-style-type: none"> <li>• The number of international fee paying students enrolled rose from 6 in 2014/15 to 13 in 2015/16</li> <li>• Auditioning and performing relationships further developed (e.g. Germany, the Netherlands, Norway, France)</li> <li>• International strategy scoping report presented to trustees</li> <li>• International partnership scoping trips have commenced (e.g. China)</li> <li>• International recruitment targets refined for future years</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate and expand international partnership relationships</li> <li>• Achieve 2017/18 international recruitment targets</li> </ul>
<p>Continue to develop a diverse student population, attracting staff and students from a wide range of backgrounds and cultures</p> <p>Further expand and strengthen our education, community and outreach programme, providing a wide range of learning, training and work opportunities, particularly in Haringey</p>	<ul style="list-style-type: none"> <li>• Local partnerships with the London Borough of Haringey, Tottenham Hotspur Foundation and Tottenham Grammar School continue</li> <li>• Access initiative with free auditions via the scouting network expansion</li> <li>• Initial links made with prospective local partners in Peckham, including strong relationship with Southwark Council</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate the scouting network</li> <li>• Seek further funding for bursaries in support of students from economically diverse backgrounds</li> <li>• Continue to encourage and target applications from potential students from wide and diverse backgrounds</li> <li>• Develop more detailed plans for partnership working in Southwark.</li> </ul>
<p>Continue to capacity build and invest in staff development as the growth in our activity requires and resources allow</p>	<ul style="list-style-type: none"> <li>• Staff development policy now embedded in the organisation and working well</li> <li>• Capacity building has taken place in various departments to increase staff resources in key areas ahead</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a more detailed staff development strategy</li> <li>• Embed new roles for Peckham growth</li> </ul>

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## ACADEMY OF THEATRE ARTS

	<p>of our move to Peckham</p> <ul style="list-style-type: none"> <li>• Safeguarding training, including mental health awareness and Prevent, has taken place</li> </ul>	<ul style="list-style-type: none"> <li>• Review staff rewards system</li> </ul>
<p>Ensure that all aspects of our work, and the design and use of our premises and facilities, equipment and resources, are accessible and informed by the need to move towards greater environmental sustainability</p>	<ul style="list-style-type: none"> <li>• 95% of current buildings are fully accessible</li> <li>• We have a commitment to recycling of paper and of stage sets where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Plans for our new development will incorporate full access and high environmental standards will be set for the build and the building</li> <li>• Further develop our environmental and access policies and procedures</li> </ul>

# MOUNTVIEW

ACADEMY OF THEATRE ARTS

## Statement of Trustees Responsibilities

The trustees (who are also directors of Mountview Academy of Theatre Arts Ltd for the purposes of company law) are responsible for preparing the trustees' annual 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 income 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 Standards have been followed, subject to any material departures disclosed and explained in the financial statements and;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of Information to Auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

The trustees' annual report and strategic report (in their capacity as company directors) were approved by the Board of Trustees and signed on its behalf by:

Signed   
Name V. HEYWOOD  
Date 23.02.17

## Independent Auditor's Report to the Members of Mountview Academy of Theatre Arts Limited

We have audited the financial statements of Mountview Academy of Theatre Arts Limited for the year ended 31 August 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, 'The Financial Reporting Standard Applicable in the UK and Ireland'.

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 which we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinion we have formed.

### Respective Responsibilities of Trustees and Auditor

As explained more fully in the trustees' responsibility statement, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2016 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 Companies Act 2006.

### Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 require 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 charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remunerations specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



**Sandra De Lord, Senior Statutory Auditor**  
for and on behalf of Kingston Smith LLP, Statutory Auditor

Devonshire House  
60 Goswell Road  
London EC1M 7AD  
Date: 3.04.17

**Mountview Academy of Theatre Arts Limited**  
**Statement of Financial Activities**  
**(Incorporating an Income and Expenditure Account)**  
**For the year ended 31st August 2016**

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	2016 Total Funds £	2015 Total Funds £
<b>Income</b>							
<i>Income from generated funds</i>							
Donations and legacies	2	84,920	32,558	7,778	-	125,256	141,098
Income from investments	3	32,740	-	-	6,605	39,345	30,672
<i>Income from charitable activities:</i>							
Education income	4	5,106,277	-	26,794	-	5,133,071	5,008,229
Other income	5	114,908	-	-	-	114,908	88,006
<b>Total income</b>		<u>5,338,845</u>	<u>32,558</u>	<u>34,572</u>	<u>6,605</u>	<u>5,412,580</u>	<u>5,268,005</u>
<b>Expenditure</b>							
<i>Expenditure on raising funds</i>							
Fundraising costs	7	33,857	-	-	-	33,857	26,250
<i>Expenditure on charitable activities:</i>							
Education costs	7	5,462,441	-	56,169	5,987	5,524,597	5,223,681
<b>Total expenditure</b>	6	<u>5,496,298</u>	<u>-</u>	<u>56,169</u>	<u>5,987</u>	<u>5,558,454</u>	<u>5,249,931</u>
<b>Net income / (expenditure)</b>		(157,453)	32,558	(21,597)	618	(145,874)	18,074
<b>Other recognised gains:</b>							
Tax Credit		125,679	-	-	-	125,679	73,877
Transfers between funds	20	-	-	-	-	-	-
<b>Net movement in funds</b>		(31,774)	32,558	(21,597)	618	(20,195)	91,951
Fund balances brought forward		<u>641,314</u>	<u>1,017,847</u>	<u>52,692</u>	<u>271,860</u>	<u>1,983,713</u>	<u>1,891,762</u>
Fund balances carried forward		<u>609,540</u>	<u>1,050,405</u>	<u>31,095</u>	<u>272,478</u>	<u>1,963,518</u>	<u>1,983,713</u>

All gains and losses arising in the year have been included in the statement of financial activities and relate to continuing operations.

Full comparatives for 2015 are shown in note 25.

**Mountview Academy of Theatre Arts Limited**  
**Balance Sheet as at 31st August 2016**

	Note	2016	2016	2015	2015
		£	£	£	£
<b>Fixed Assets</b>					
Tangible fixed assets	11		1,004,393		75,639
<b>Current Assets</b>					
Debtors	12	2,540,203		2,276,358	
Current asset investment - cash on deposit		1,383,614		2,350,086	
Cash at bank and in hand		<u>3,411,952</u>		<u>2,621,856</u>	
		7,335,769		7,248,300	
<b>Creditors: Amounts falling due within one year</b>	13(a)	<u>(5,678,716)</u>		<u>(4,987,970)</u>	
<b>Net Current Assets</b>			1,657,053		2,260,330
<b>Creditors: Amounts falling due after one year</b>	14		<u>(697,928)</u>		<u>(352,256)</u>
<b>Total Net Assets</b>			<u><u>1,963,518</u></u>		<u><u>1,983,713</u></u>
<b>Funds</b>					
Restricted funds	20		31,095		52,692
Endowment funds	20		272,478		271,860
Unrestricted funds:					
Designated	19		1,050,405		1,017,847
Other unrestricted	19		<u>609,540</u>		<u>641,314</u>
			<u><u>1,963,518</u></u>		<u><u>1,983,713</u></u>

Approved by the Trustees on 23 February 2017 and authorised for issue on and signed on their behalf by:

Director



Name V. HEYWOOD

Company number 01019858

**Mountview Academy of Theatre Arts Limited**  
**Statement of Cash Flows**  
**for the year ended 31 August 2016**

	Notes	2016 £	2015 £
<b>Net cash provided by operating activities</b>	<b>A</b>	500,273	320,100
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets	(964,380)	(22,976)	(22,976)
Movement from/(to) cash on deposit	966,472	(2,012,684)	(2,012,684)
Proceeds from the sale of tangible fixed assets	-	-	-
Interest received	37,731	18,463	18,463
<b>Net cash used in investing activities</b>		39,823	(2,017,197)
<b>Cash flows from financing activities</b>			
Cash inflow from new borrowings	250,000	-	-
<b>Net cash provided by financing activities</b>		250,000	-
<b>Change in cash and cash equivalents in the reporting period</b>		790,096	(1,697,097)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		2,621,856	4,318,953
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>3,411,952</u>	<u>2,621,856</u>

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Statement of Cash Flows**  
**For the year ended 31st August 2016**

<b>A</b>	<b>Net cash provided by operating activities</b>	<b>2016</b> £	<b>2015</b> £
	Reconciliation to changes in resources		
	Net income/(expenditure)	(145,874)	18,074
	Depreciation of tangible fixed assets	35,626	33,454
	Interest receivable	(39,345)	(30,672)
	Decrease/(Increase) in debtors	(262,231)	221,044
	Increase in creditors	786,418	4,323
	Other recognised gains and losses - taxation credit receivable	125,679	73,877
		500,273	320,100
 <b>B</b>	 <b>Analysis of net cash balances</b>	 <b>2016</b> £	 <b>2015</b> £
	Cash at bank and in hand	3,398,178	2,619,246
	Notice deposits (of less than 3 months)	13,774	2,610
		3,411,952	2,621,856

# **Mountview Academy of Theatre Arts Limited**

## **Notes to the Financial Statements**

### **For the year ended 31st August 2016**

#### **1 Accounting Policies**

##### **Company Information**

Mountview Academy of Theatre Arts Limited is a company limited by guarantee domiciled and incorporated in England and Wales. The registered office is Ralph Richardson Memorial Studios, Kingfisher Place, Clarendon Road, Wood Green, London, N22 6XF.

##### **Basis of Accounting**

These accounts have been prepared under the historical cost convention and in accordance with the 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 (Charities SORP FRS 102) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Mountview Academy of Theatre Arts meets the definition of a public benefit entity under FRS102.

These accounts are prepared in sterling, rounded to the nearest pound.

##### **Reconciliation with previous Generally Accepted Accounting Principles**

These accounts are the first set of accounts prepared under FRS102. The most recent set of accounts prepared under previous UK GAAP were to 31 August 2015. The transition date is 1 September 2014.

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative information was required.

No restatement has been required in making the transition to FRS 102 and the Charities SORP FRS 102, other than to include governance costs within charitable support costs, rather than as a separate category.

##### **Preparation of accounts on a going concern basis**

The trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans, taking account of the capital development project and financing availability, gives trustees confidence the charity remains a going concern for the foreseeable future.

##### **Income**

All income is accounted for once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income can be measured reliably.

Grants are recognised when they are receivable, unless there are conditions attached to the grant, in which case they are recognised when the charity becomes unconditionally entitled to the income.

The charity receives grants from Arts Council England and the Education Funding Agency (Dance and Drama Awards ('DaDA')). These are disclosed in note 2 to the accounts. They are recognised as income once entitlement is unconditional and the amount can be quantified.

##### **Expenditure**

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation for payment to be made.

Costs are disclosed in the following categories

- Cost of charitable activities comprise the cost incurred by the charity in the delivery of its activities and services and include grants made and an apportionment of the support costs of the organisation.
- Governance costs are the costs associated with the strategic direction of the organisation and with meeting regulatory requirements.
- Support costs are those costs common to the range of activities of the organisation and are apportioned on the basis of time occupied by the company's employees.

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

**1 Accounting Policies (continued)**

**Tangible Fixed Assets**

Fixed assets costing more than £1,000 are capitalised at cost.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold property	over the lease term
Fixtures, fittings & equipment	over 3 years
Motor vehicles	25% per annum on net book value

Assets in the course of construction are held at cost and are not depreciated.

Fixed assets are subject to an annual impairment review and review of estimated useful life.

**Financial instruments**

*Cash and cash equivalents*

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

*Debtors and creditors*

Debtors and creditors receivable or payable within one year of the reporting date are carried at their at transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

**Leasing and Hire Purchase Commitments**

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

**Foreign Currency Translation**

Transactions denominated in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date.

**Pension Benefits**

The pension costs charged in the accounts represent the contributions payable by the charity during the year to a defined contribution pension scheme.

**Fund Accounting**

The total funds of the charity are allocated to restricted, endowment, unrestricted and designated funds based on the origins of the funds and the terms set by the donors.

Restricted funds are subject to specific restrictions imposed by the donor. These are accounted for separately and the costs of raising and administering the funds are charged against them.

Endowment funds are funds which have been given with the express intention of retaining those funds as capital for the long term benefit of the charity. Where the trustees have the ability to spend the capital of the fund this is treated as an expendable endowment fund.

Unrestricted funds are those which are not subject to restrictions, and may be applied in furtherance of any of the charitable company's objectives.

Designated funds are unrestricted funds set aside by the Board of Directors for specific purposes.

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

**1 Accounting Policies (continued)**

**Provisions**

A provision is defined as a liability of uncertain timing or amount. Provisions are recognised in accordance with FRS 102 when the charitable company has a legal or constructive obligation as a result of a past event, a reliable estimate of that obligation can be made and it is possible that an outflow of economic benefits will be required to settle the obligation. Where the effect of the time value of money is material provisions are recognised at a discounted rate.

**Management of liquid resources**

The charity has one main current account from which all day-to-day transactions take place. The balance of this account is kept to a minimum to ensure that surplus funds are placed on short- to medium-term deposits. The policy in managing cash is to maximise returns while minimising risk. Restricted funds have separate bank accounts.

**Critical accounting estimates and judgements**

*Recoverable value of fee debtors*

The company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience are taken into account. Note 12 gives details of the net carrying amount of debtors and the associated impairment provision.

*Provisions*

Provisions have been made for the dilapidation of the current rental premises. These provisions are estimates and the actual costs and timing of future cash flows are dependent on future events. The difference between expectations and the actual future liability will be accounted for in the period in which such determination is made.

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

**2 Donations and legacies**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2016 £	Total 2015 £
Grants, donations and gifts	84,920	32,558	7,778	125,256	141,098

Included in grants, donations and gifts are the following amounts of governments grants: Education Funding Agency in relation to the Dance and Drama Awards scheme - £84,920 (2015: £57,773), and Arts Council England - £1,365 (2015: £12,285). There are no unfulfilled conditions or other contingencies attaching to this government grant income and the company has not benefited from other government funded assistance.

**3 Income for investments**

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2016 £	Total 2015 £
Interest receivable	32,740	-	6,605	39,345	30,672

**4 Education Income**

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2016 £	Total 2015 £
Tuition income	4,814,740	-	-	4,814,740	4,698,387
Community projects	174,621	26,794	-	201,415	194,820
Auditions	116,916	-	-	116,916	115,022
	5,106,277	26,794	-	5,133,071	5,008,229

**5 Other Income**

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2016 £	Total 2015 £
Box office	50,540	-	-	50,540	46,133
Canteen rental	5,500	-	-	5,500	5,500
Fees and other income	58,868	-	-	58,868	36,373
	114,908	-	-	114,908	88,006

**6 Analysis of Total Expenditure**

	Direct Staff Costs £	Other Direct Costs £	Support Costs £	Total 2016 £	Total 2015 £
Cost of generating funds:					
Fundraising costs	26,250	7,607	-	33,857	26,250
Cost of charitable activities :					
Education costs	1,614,377	2,995,142	915,078	5,524,597	5,223,681
<b>Total Cost</b>	1,640,627	3,002,749	915,078	5,558,454	5,249,931
<b>Total 2015</b>	1,469,085	2,767,601	1,013,245	5,249,931	

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

<b>7 Direct Costs</b>	<b>Fundraising</b>	<b>Education</b>	<b>Governance</b>	<b>Total 2016</b>	<b>Total 2015</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staff costs (note 9)	26,250	1,614,377	-	1,640,627	1,469,085
Scholarships and bursaries	-	15,585	-	15,585	7,807
Accreditation and validation	-	118,858	-	118,858	126,928
Production	-	213,947	-	213,947	200,092
Other education costs	-	1,119,727	-	1,119,727	917,946
Office costs	7,607	435,365	-	442,972	450,148
Premises costs	-	1,051,291	-	1,051,291	1,028,475
Bank charges	-	4,743	-	4,743	2,752
Depreciation	-	35,626	-	35,626	33,453
Support Costs (note 8)	-	877,718	37,360	915,078	1,013,245
	<u>33,857</u>	<u>5,487,237</u>	<u>37,360</u>	<u>5,558,454</u>	<u>5,249,931</u>
<b>Total 2015</b>	<u>26,250</u>	<u>5,143,250</u>	<u>80,431</u>	<u>5,249,931</u>	

<b>8 Support Costs</b>	<b>Fundraising</b>	<b>Education</b>	<b>Governance</b>	<b>Total 2016</b>	<b>Total 2015</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staff costs (note 9)	-	816,610	17,500	834,110	876,330
Premises costs	-	38,500	-	38,500	38,500
Capital development costs	-	-	-	-	43,935
General expenses	-	-	3,837	3,837	3,587
Legal and professional fees	-	22,608	-	22,608	36,558
Audit fees	-	-	13,623	13,623	13,463
Auditors' fees - other services	-	-	2,400	2,400	872
<b>Total Cost</b>	<u>-</u>	<u>877,718</u>	<u>37,360</u>	<u>915,078</u>	<u>1,013,245</u>
<b>Total 2015</b>	<u>-</u>	<u>932,814</u>	<u>80,431</u>	<u>1,013,245</u>	

Capital Development costs relate to expenditure incurred on identifying a site for the capital building project.

**9 Staff Costs**

**Number of employees**

The average monthly number of employees during the year was:

	<b>2016 Number</b>	<b>2015 Number</b>
Education	92	98
Administration	29	29
	<u>121</u>	<u>127</u>

	<b>2016 £</b>	<b>2015 £</b>
Gross salaries	2,260,314	2,142,986
Social security costs	181,879	185,598
Pension costs	32,544	16,831
	<u>2,474,737</u>	<u>2,345,415</u>

In addition to employees paid through the payroll the company contracts with a number of individuals to provide freelance services in support of the company's activities. The total incurred in the year was £1,051,003 (2015: £807,588).

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

**9 Staff Costs (continued)**

The number of employees whose annual remuneration was £60,000 or more were:

	2016 Number	2015 Number
£60,000-69,999	1	1
£70,000-79,999	2	2

Pension contributions totalling £21,634 were paid for the higher paid employees (2015: £16,661).

Key management personnel include the Trustees and members of the senior management team. There were 2 members of the senior management team during the year (2015: 2) whose aggregate pay and benefits amounted to £174,204 (2015: £171,705).

At the year end included in creditors is unpaid pension commitments of £12,874 (2015: £8,524).

**10 Trustees**

Trustees of the charity did not receive remuneration for their activities in the current or prior year.

During the year, expenses reimbursed to two trustees in respect of travelling amounted to £1,965 (2015: Three trustees were reimbursed £2,376).

**11 Tangible Fixed Assets**

	Land and buildings leasehold	Fixtures, fittings & equipment	Motor vehicles	Assets under construction	2016 Total
<b>Cost</b>	£	£	£	£	£
Brought forward at 1st September 2015	242,412	150,671	8,220	-	401,303
Additions	-	7,356	-	957,024	964,380
Carried forward at 31st August 2016	<u>242,412</u>	<u>158,027</u>	<u>8,220</u>	<u>957,024</u>	<u>1,365,683</u>
<b>Depreciation</b>					
Brought forward at 1st September 2015	219,455	99,085	7,124	-	325,664
Charge for the year	7,211	28,141	274	-	35,626
Carried forward at 31st August 2016	<u>226,666</u>	<u>127,226</u>	<u>7,398</u>	<u>-</u>	<u>361,290</u>
<b>Net Book Value</b>					
At 31st August 2016	<u>15,746</u>	<u>30,801</u>	<u>822</u>	<u>957,024</u>	<u>1,004,393</u>
At 31st August 2015	<u>22,957</u>	<u>51,586</u>	<u>1,096</u>	<u>-</u>	<u>75,639</u>

**12 Debtors**

	2016 £	2015 £
Trade debtors	2,115,020	1,978,999
Bad debt provision	(17,203)	(13,927)
Other debtors	271,101	119,583
Prepayments and accrued income	171,285	191,703
	<u>2,540,203</u>	<u>2,276,358</u>

**13(a) Creditors: Amounts falling due within one year**

	2016 £	2015 £
Trade creditors	221,444	105,999
Deferred income	5,108,775	4,521,391
Social security and other taxes	67,685	57,373
Other creditors	31,607	45,177
Accruals	82,869	91,694
Provisions (note 13(b))	166,336	166,336
	<u>5,678,716</u>	<u>4,987,970</u>

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

13(b) Creditors: Amounts falling due within one year (continued)	Balance brought forward £	Amount allocated in year £	Amount released in year £	Balance carried forward £
Provisions	166,336	-	-	166,336
	<u>166,336</u>	<u>-</u>	<u>-</u>	<u>166,336</u>

These provisions relate to business related commitments in respect of lease dilapidations, the expected settlement of which is around summer 2018.

14 Creditors: Amounts falling due after one year	2016 £	2015 £
Deferred income	447,928	352,256
Loan	250,000	-
	<u>697,928</u>	<u>352,256</u>

The loan balance represents a first advance on a finance facility of up to £25m, made available by Southwark Council to the charity to facilitate the construction of new premises for the charity in Peckham, South London.

The facility agreement was signed on 14 September 2016. The charity will draw against this facility throughout the project construction phase, and from commencement of operations at the new site the charity will pay interest at 4.5% per annum on the outstanding facility balance. Under the current agreement, the facility is repayable in full by 2046. It will be secured by means of a legal charge over the new site and premises, together with a floating charge over the undertakings and assets of the charity.

15 Movement on deferred income calculation	Balance brought forward £	Amount deferred in year £	Amount released in year £	Balance carried forward £
<i>Deferred income &lt; 1 year</i>				
Student deposits	189,161	135,420	(189,161)	135,420
Government grants - DaDA Funding	1,142,052	1,180,659	(1,142,052)	1,180,659
Tuition fees	3,190,178	3,792,696	(3,190,178)	3,792,696
	<u>4,521,391</u>	<u>5,108,775</u>	<u>(4,521,391)</u>	<u>5,108,775</u>
<i>Deferred income &gt; 1 year</i>				
Student deposits	352,256	447,928	(352,256)	447,928
	<u>4,873,647</u>	<u>5,556,703</u>	<u>(4,873,647)</u>	<u>5,556,703</u>
Total deferred income				

**16 Financial Instruments**

The financial statements include the following in respect of items held at fair value at 31 August:

	2016 £	2015 £
Financial assets measured at amortised cost	<u>2,169,962</u>	<u>2,020,584</u>
Financial liabilities measured at amortised cost	<u>752,256</u>	<u>409,206</u>

**17 Share Capital**

The liability of members is limited by guarantee to an amount not exceeding £1 per member. As at 31 August 2016, there were 10 members (2015: 10 members).

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

**18 Commitments under operating leases**

At 31 August 2016 the charitable company had outstanding commitments for future minimum lease payments under non-cancellable operating leases which fall due as follows:

	<b>Land and buildings</b>	
	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Expiry date:		
Within one year	560,997	651,140
Between two and five years	395,225	956,222
In over five years	-	-
	<u>956,222</u>	<u>1,607,362</u>

Lease payments of £727,214 were recognised as expenditure during the year (2015: £644,697)

<b>19 Unrestricted Funds</b>	<b>Balance brought forward</b>	<b>Net income/ (expenditure) for the year</b>	<b>Other recognised gains</b>	<b>Transfers</b>	<b>Balance carried forward</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Designated Funds</b>					
New Building Fund	1,017,847	32,558	-	-	1,050,405
<b>Other general unrestricted funds</b>	641,314	(157,453)	125,679	-	609,540
	<u>1,659,161</u>	<u>(124,895)</u>	<u>125,679</u>	<u>-</u>	<u>1,659,945</u>

The designated fund has been earmarked by the trustees to underwrite the first phase of capital costs to build new premises for the charity in Peckham, South London. These capital costs are shown as assets under construction in note 11. Future capital project income such as grants, donations and loan financing proceeds will be added to this fund as it is received over the next two years. Project costs which are not eligible for capitalisation will be charge to this fund over the same period. Depreciation on the new premises will be charged to this fund from commencement of operation at the new premises over the remaining lifetime of the lease, until September 2066.

<b>20 Restricted Funds</b>	<b>Balance Brought Forward</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance Carried Forward</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Gyearbuor Asante Memorial Prize	8,064	7	(1,000)	-	7,071
Diana Boddington Prize Fund	5,186	5	-	-	5,191
The John Thaw Hardship Fund	3,104	1	(200)	-	2,905
Tottenham Hale Grammar School	-	26,794	(26,794)	-	-
Luke Morton	9,000	-	(1,000)	-	8,000
Made for Mountview	12,439	1,365	(13,804)	-	-
Jack Petchey Foundation	244	3,600	(3,738)	-	106
Community Outreach	9,812	-	(5,973)	-	3,839
Bursary Fund	2,437	2,800	(3,300)	(1,113)	824
Mountview Hardship Fund	2,406	-	(360)	1,113	3,159
	<u>52,692</u>	<u>34,572</u>	<u>(56,169)</u>	<u>-</u>	<u>31,095</u>
<b>Endowment Funds</b>					
The Peter Coxhead Scholarship	271,860	6,605	(5,987)	-	272,478
	<u>271,860</u>	<u>6,605</u>	<u>(5,987)</u>	<u>-</u>	<u>272,478</u>

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

**20 Restricted Funds (continued)**

The majority of restricted funds were set up for prize distribution to students for outstanding achievement, awarding of scholarships and student hardship.

The Peter Coxhead Scholarship Fund represents funds endowed from The Peter Coxhead Foundation to be used to provide bursaries for students. It is an expendable endowment fund as both the capital and the income of the fund can be used for this purpose.

'Made at Mountview' funds a new writing strand and is supported by the Arts Council and Haringey.

The Jack Petchey Foundation provided a grant for Saturday School participants to continue running the Achievement Award scheme

**21 Allocation of Net Assets to Funds**

	<b>Restricted Funds</b>	<b>Endowment Funds</b>	<b>Designated Funds</b>	<b>Unrestricted Funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tangible fixed assets	-	-	957,024	47,369	1,004,393
Current assets	31,095	272,478	343,381	6,688,815	7,335,769
Current liabilities	-	-	-	(5,678,716)	(5,678,716)
Non-current liabilities	-	-	(250,000)	(447,928)	(697,928)
	<u>31,095</u>	<u>272,478</u>	<u>1,050,405</u>	<u>609,540</u>	<u>1,963,518</u>

Free reserves at the balance sheet date were £562,171 (2015: £565,675).

**22 Theatre Tax Relief Claim**

In the year there have been 20 productions (2015: 16) that are subject to a claim for theatre tax relief

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Tax credit claimed	<u>125,679</u>	<u>73,877</u>

**23 Related Parties**

The company is associated with Mountview Arts Centre Limited (MAC), a company in which the following trustees are also directors:

B Barber  
V Heywood  
A Parker  
P Roberts

As at the balance sheet date, there was one lease which was held in the name of MAC in trust for the company.

During the year the charity received £2,800 in donations from trustees and immediate family members (2015: £2,250) towards the Bursary Fund.

**24 Capital commitments**

The charity is advancing with its capital project to build new premises in Peckham, South London. Royal Institute of British Architects (RIBA) Design Stage 3 was achieved in July 2016, and Stage 4 commenced in September 2016 under new contractual arrangements.

Therefore, at the balance sheet date and there were no capital costs committed or contracted for.

**Mountview Academy of Theatre Arts Limited**  
**Notes to the Financial Statements**  
**For the year ended 31st August 2016 (Continued)**

**25 Comparative Statement of Financial Activities**

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Endowment Funds £	2015 Total Funds £
<b>Income</b>					
<i>Income from generated funds</i>					
Donations and legacies	57,773	49,896	33,429	-	141,098
Income from investments	21,112	-	-	9,560	30,672
<i>Income from charitable activities:</i>					
Education income	4,978,245	-	29,984	-	5,008,229
Other income	88,006	-	-	-	88,006
<b>Total income</b>	<u>5,145,136</u>	<u>49,896</u>	<u>63,413</u>	<u>9,560</u>	<u>5,268,005</u>
<b>Expenditure</b>					
<i>Expenditure on raising funds</i>					
Fundraising costs	26,250	-	-	-	26,250
<i>Expenditure on charitable activities:</i>					
Education costs	5,141,835	43,935	37,911	-	5,223,681
<b>Total expenditure</b>	<u>5,168,085</u>	<u>43,935</u>	<u>37,911</u>	<u>-</u>	<u>5,249,931</u>
<b>Net income / (expenditure)</b>	(22,949)	5,961	25,502	9,560	18,074
<b>Other recognised gains:</b>					
Tax Credit	73,877	-	-	-	73,877
Transfers between funds	-	-	-	-	-
<b>Net movement in funds</b>	50,928	5,961	25,502	9,560	91,951
Fund balances brought forward	<u>590,386</u>	<u>1,011,886</u>	<u>27,190</u>	<u>262,300</u>	<u>1,891,762</u>
Fund balances carried forward	<u><u>641,314</u></u>	<u><u>1,017,847</u></u>	<u><u>52,692</u></u>	<u><u>271,860</u></u>	<u><u>1,983,713</u></u>