

Company registration number 01180133 (England and Wales)

LAIN THEATRE ARTS LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

LAINE THEATRE ARTS LIMITED

COMPANY INFORMATION

Directors	E M Jenkins M Hunt P Morel B Shah R Steele M Cole
Company number	01180133
Registered office	First Floor, Sheraton House Lower Road Chorleywood Hertfordshire WD3 5LH
Auditor	Dux Advisory Limited Kennel Club House Gatehouse Way Aylesbury Bucks United Kingdom HP19 8DB
Bankers	National Westminster Bank PO Box 294 47 Carfax Horsham West Sussex RH12 1YZ

LAINÉ THEATRE ARTS LIMITED

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LAINE THEATRE ARTS LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2025

The directors present their annual report and financial statements for the year ended 31 August 2025.

Principal activities

The principal activity of the company continued to be that of running a college of dance and performing arts.

Vision

Laine Theatre Arts' vision is to inspire and empower the next generation of imaginative and versatile performers, providing an environment where creativity, ambition and artistic excellence can flourish. From our base in Epsom, we aim to shape future leaders who will contribute to and transform the performing arts industry in the UK and beyond.

Mission

Our mission is to deliver world-class, inclusive and industry-focused Musical Theatre training that develops technical expertise, personal resilience and professional readiness. We are committed to widening access, supporting students from all backgrounds, and cultivating a safe, creative community where every individual can thrive.

Goals

- To continue to provide exceptional training that reflects current and emerging industry standards.
- To ensure an inclusive and supportive environment where all students feel empowered and respected.
- To widen participation by offering accessible pathways, financial support and high-quality qualifications.
- To nurture creativity, discipline and entrepreneurial thinking across all areas of training.
- To carefully manage a period of sustained growth in course offerings and student numbers to ensure the College is financially secure for future generations of students.
- To invest in our facilities to ensure Laine remains at the forefront of musical theatre training.

LAIN THEATRE ARTS LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

Financial Position

The College reported a pre-tax surplus of £563,495 for the financial year (2024: £390,121).

The business has now fully emerged from the effects of the Covid-19 pandemic, which had previously suppressed student recruitment and affected profitability during periods of remote delivery. Over the past three years, the Board of Directors has overseen a significant strengthening of the leadership team, appointing Olivier Award-winning choreographer Matt Cole as Principal and Harry Hughes as Executive Director. Together, they have established a comprehensive ten-year strategy focused on curriculum enhancement, expansion of programme offerings, widening participation, and major investment in the College estate.

Income growth this year reflects increased enrolment across the Diploma, Foundation, and BA (Hons) Top-Up programmes (Increase of 31 students, 9.25%), supported further by higher audition and registration activity. The September 2024 intake marked a notable step change in student numbers, aligning with the growth trajectory anticipated through the introduction of our new three-year BA (Hons) degree and the introduction of student loans to support with affordability of training.

Operating expenditure has risen in line with our commitment to improve the student experience. This includes investment in specialist freelance practitioners to enrich professional training, enhanced production budgets to maintain industry-standard performance opportunities, and additional costs associated with our successful application for registration with the Office for Students.

Following the surplus generated in the year, the College reported accumulated reserves of £1,771,852 at 31 August 2025 (2024: £1,301,645) and cash balances of £2,067,754 (2024: £1,411,268).

The Board considers the level of reserves and cash holdings to be appropriate for the College's operational requirements, our obligations under the Student Protection Plan, and our long-term ambitions for sustainable growth.

Support from external and government bodies:

The College continues to receive funding through the Dance and Drama Awards (DaDA) scheme. Applicants audition for a place on the Diploma and, if they meet the required standard, they may be considered for a DaDA award. Financial circumstances are the key criterion and determine the level of support a student receives for both tuition fees and maintenance. The College is responsible for administering the maintenance funds.

The amount the College can retain for tuition fees varies according to applicants' financial circumstances, as the available funds must cover both fees and maintenance.. The 24-25 funding was fully allocated.

Cash flows and liquidity

Net cash generated from operating activities was £738,150 (2024: £156,906)

These results were driven by sustained year-on-year profit growth, alongside the parent company's partial repayment of outstanding intercompany debt.

Reserves

The College does not currently have a formal Reserves Policy; however, it recognises the essential role that reserves play in ensuring long-term financial stability. The College therefore aims to maintain reserves at a level sufficient to support its core activities and future growth plans. As at the balance sheet date, the reserves are detailed in the Statement of Changes in Reserves.

The College has adopted a policy of retaining any annual operating surplus. It is the directors' intention to continue building reserves through the generation of consistent year-on-year surpluses.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

E M Jenkins
M Hunt
P Morel
B Shah
R Steele
M Cole

LAIN THEATRE ARTS LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

Principal Risks and Uncertainties

The key risk areas affecting the College are summarised below, together with the steps being taken to address them. Some risks are outside the College's direct control, and additional, unlisted factors may also present challenges.

Changes to Government Funding

The UK Government has confirmed significant changes to the funding arrangements currently used by the College. The existing DaDA scheme will transition to the Lifelong Learning Entitlement (LLE) student loan system, altering the level and type of financial support available to learners. Although the new model presents some advantages—such as the removal of means-testing, which may broaden access for prospective diploma students eligible for LLE loans—it also introduces uncertainty during the period of transition.

To manage this risk, the College has:

- Secured approval for registration with the Office for Students (OfS) in the "Approved" category, a key requirement for institutions seeking to offer LLE funding.
- Developed alternative financial models to support wider participation and to maintain income levels in line with the College's growth plans during the shift from DaDa to LLE funding in 2027.
- Continued to ensure that all course provision remains sector-leading, industry aligned and competitive.
- Allocated responsibility to senior members of staff to strengthen relationships with funding agencies, ensuring the College is well-positioned as changes are introduced.

Risk: Legislation and Health & Safety

As with all education providers, the College must ensure that its operations comply with current health, safety and employment legislation. Failure to do so could expose the organisation to complaints or legal action from staff, students, or visitors.

During the 2024/25 academic year, the College strengthened its approach to managing this risk through several key actions:

- A dedicated Health & Safety Committee has been established and now meets monthly to monitor standards, review issues, and oversee ongoing compliance. The risk assessments from these are shared with the Senior Management committee, Audit and risk committee and the Board of Directors.
- The College appointed *Create Safe* as its external competent adviser, providing specialist oversight and regular checks on all aspects of our health and safety arrangements.
- A new Head of HR has joined the organisation, bringing responsibility for ensuring employment practices, policies and staff management procedures meet statutory requirements.
- All staff continue to receive appropriate health and safety training to ensure they understand their responsibilities and can maintain a safe working and learning environment.
- The Executive Director and the Maintenance manager attended and completed an IOSHH health and safety management course to further strengthen operational and strategic Health and Safety oversite.

LAIN THEATRE ARTS LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

Capital Investment

The College is undertaking a major capital investment in its estate to support long-term growth and enhance the quality of our learning environment. We have entered into a lease agreement with the University for the Creative Arts (UCA) to part-occupy one of their vacant buildings. The initial lease term is four years, with an option to extend for a further two years. This arrangement provides the College with the flexibility required while we undertake a comprehensive review of our estate's strategy, aligned to our ten-year institutional vision.

Risk Mitigation:

To ensure effective oversight and reduce exposure to financial, operational and delivery risk, the following controls have been implemented:

- **Transparent financial oversight:** All capital costs, forecasts and variances are reviewed by the Audit and Risk Committee and approved by the Board of Directors.
- **Robust contractor selection:** A full procurement and interview process was undertaken to appoint the building and refurbishment team, ensuring appropriate capability, compliance and value for money.
- **Detailed project planning:** A full programme plan and Gantt chart have been produced, incorporating contingency to accommodate reasonable slippage without impacting critical milestones.
- **Regular reporting and RAG status tracking:** Executive Director will receive structured updates against budget, timeline and risk indicators, enabling early intervention if required which will be shared with Audit and Risk and Board members.
- **Operational readiness planning:** Parallel workstreams have been established to ensure smooth transition into the new space, including IT infrastructure, safeguarding, accessibility and student-flow planning.
- **Business continuity assessment:** Contingency arrangements are being arranged should works be delayed or costs materially change, including extending current lease options to mitigate project slippage.
- **Stakeholder engagement:** Staff and students are updated throughout the project to ensure expectations are managed and potential disruptions are mitigated.

Future developments

In October 2025 the College signed a lease with the University for the Creative Arts (UCA) to part occupy one of their buildings in Epsom. The lease is for a minimum of 4 years with the option to extend for a further 2 years. The Board believe this will provide the capacity the College needs in the medium term to achieve its growth plans while it continues to evaluate longer term options.

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

LAIN THEATRE ARTS LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The company is also registered with the Office for Students and must prepare the accounts in accordance with their Accounts direction 2019.41. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

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

On behalf of the board



R Steele

Director

Date: 23 January 2026



M Cole

Director

LAIN THEATRE ARTS LIMITED

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL **FOR THE YEAR ENDED 31 AUGUST 2025**

This statement of corporate governance and internal control relates to the period 1st September 2024 to 31st August 2025 (FY25) and is current until the date of approval of the audited financial statements.

CORPORATE GOVERNANCE

The Board of Laine Theatre Arts Limited is the governing body of Laine Theatre Arts and during the year reviewed and approved the College's Governance Framework, including its Standing Orders and the composition and terms of reference of its subcommittees. The Board is chaired by an independent non-executive director with senior leadership experience in creative higher education and includes two additional non-executive directors with senior level experience in corporate finance and property development & project management. The membership of the Board also includes the Principal Emerita and owner of Laine Theatre Arts, and a representative of the Laine Theatre Arts Holdings Limited Board (the ultimate parent company) who is Deputy Chair of the Board and the Audit & Risk Committee. The Principal & Artistic Director was appointed to the Board in February 2024. The Executive Director, Finance Director, and Academic Director attend Board meetings and provide reports on their areas of responsibility.

LAINE THEATRE ARTS LIMITED

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

The Board's primary responsibilities include:

1. To determine the mission and strategic vision of Laine Theatre Arts, its academic character, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of internal and external stakeholders and regulators.
2. To operate honestly, accountably and with integrity at all times and demonstrate the values appropriate to be recognised as an English higher education provider, and to keep under review its compliance with public interest governance principles and its adopted governance code.
3. To be Laine Theatre Arts' principal:
 - a. financial and business decision making body, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for Laine Theatre Arts' assets, property and facilities to ensure financial viability and sustainability is maintained.
 - b. decision making body and, as such, to put in place systems for meeting Laine Theatre Arts' legal obligations, including those arising from contracts and other legal commitments made in Laine Theatre Arts' name.
 - c. employing authority for all Laine Theatre Arts staff.
4. To monitor and evaluate the performance and effectiveness of Laine Theatre Arts against its academic and business plans and approved key performance indicators.
5. To determine Laine Theatre Arts' approach to risk and to establish and operate a robust risk management process.
6. To ensure Laine Theatre Arts delivers 'Value for Money' in its provision of education. The Board is accountable for the proper use of public funds and the effective use of financial resources. It reviews and approves annual budgets and forecasts. It reviews management accounts at least quarterly and performance against budget and tracks performance of agreed KPI's. The Board is aware that it receives public money to support its operations and ensures that expenditure is appropriate, ethical and justifiable to the public. This includes ensuring Value for Money and avoiding conflicts of interest.
7. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.
8. To delegate authority for the oversight of academic standards and quality to the Academic Board, which shall be appropriately constituted for the purpose.
9. To conduct its business in accordance with best practice in higher education corporate governance.
10. To ensure that the Board's Articles of Association and these terms of reference are followed at all times and that appropriate specialist advice is available to enable this to happen.
11. To promote the success of Laine Theatre Arts as required by Section 172 of the Companies Act 2006.

LAIN THEATRE ARTS LIMITED

STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

The Board has three subcommittees:

Academic Board

The Board delegates certain powers and responsibilities to the Academic Board, which is the College's academic authority and promotes the academic and professional work of the College. The Academic Board is chaired by the Principal & Artistic Director.

Audit & Risk Committee

The Board delegates certain powers and responsibilities to the Audit & Risk Committee, which is responsible for overseeing and providing assurance to the Board on the effectiveness of the operation of the College's processes and systems, and the management of risk.

Senior Management Committee

The Board delegates certain powers and responsibilities to the Senior Management Committee, which is responsible for ensuring the effective operation of the College. The Senior Management Committee is chaired by the Principal & Artistic Director.

Nominations and Remuneration

The Board of Directors undertakes directly the powers and responsibilities of a Nominations Committee and Remuneration Committee, and these powers and responsibilities are included in the Board's standing orders.

Key activity undertaken during FY25

The Board received confirmation of acceptance of its Office for Students (OfS) registration in May 2025 and has continued to enhance its governance, reporting and controls in the year.

The Academic Board and then the University of Portsmouth approved the college's first three-year BA (Hons) course in Musical Theatre which recruited its first students (to target) in September 2025 once OfS registration was achieved.

INTERNAL CONTROL

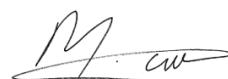
The Board has an established Audit & Risk Committee and the Chair has extensive experience of corporate finance, audit and risk management.

The Institutional Risk Register is curated by the Executive Director and considered by the Senior Management Committee and the Audit & Risk Committee on a quarterly basis, and annually by the Board. Updates are provided by the management team on progress in implementing the agreed mitigating actions, as well as any changes to the overall level of previously identified risk and the emergence of new risk. Risk is assessed by assigning a score based on likelihood of a risk multiplied by the impact if that risk occurred. Residual risk is then assessed once mitigating actions have been agreed. The Board receives the minutes of the Senior Management Committee and the Audit & Risk Committee meetings as assurance that a sound system of internal control is being maintained. The College's external auditor also reports on the sufficiency of the internal controls such that they might cause material misstatement to the financial statements.

On behalf of the board



R Steele
Director



M Cole
Director

Date: 23 January 2026

LAINE THEATRE ARTS LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBER OF LAINE THEATRE ARTS LIMITED

Opinion

We have audited the financial statements of Laine Theatre Arts Limited (the 'company') for the year ended 31 August 2025 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 August 2025 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

LAINE THEATRE ARTS LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBER OF LAINE THEATRE ARTS LIMITED (CONTINUED)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud and error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined that the following laws and regulations were most significant: The Companies Act 2006, UK GAAP, the reporting requirements of the Office for Students.
- We obtained an understanding of how the Company are complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgements made by management in its significant accounting estimates and judgements;
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations;
 - Assessing the extent of compliance with the relevant laws and regulations.

LAINE THEATRE ARTS LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBER OF LAINE THEATRE ARTS LIMITED (CONTINUED)

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusions.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Opinions on other matters prescribed in the Office for Students accounts direction

In our opinion, in all material respects:

- funds from whatever source administered by the institution for specific purposes have been properly applied to those purposes and, if relevant, managed in accordance with relevant legislation
- the requirements of the Office for Students accounts direction have been met;
- the Company's expenditure on access and participation activities for the year has not been materially misstated.

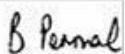
Use of our report

This report is made solely to the company's member 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 company's member those matters we are required to state to the member in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's member, for our audit work, for this report, or for the opinions we have formed.

Bianca Permal FCA (Senior Statutory Auditor)

For and on behalf of Dux Advisory Limited, Statutory Auditor
Chartered Accountants
Kennel Club House
Gatehouse Way
Aylesbury
Bucks
HP19 8DB
United Kingdom

Date: 28 January 2026



LAIN THEATRE ARTS LIMITED

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	2025 £	2024 £
Turnover	3	4,294,011	3,828,621
Administrative expenses		(4,033,872)	(3,693,621)
Other operating income		235,136	212,993
Operating profit	4	495,275	347,993
Interest receivable and similar income	8	68,220	42,128
Profit before taxation		563,495	390,121
Tax on profit	9	(93,288)	(83,393)
Profit for the financial year		470,207	306,728

The profit and loss account has been prepared on the basis that all operations are continuing operations.

LAIN THEATRE ARTS LIMITED

BALANCE SHEET

AS AT 31 AUGUST 2025

	Notes	2025 £	2024 £
Fixed assets			
Intangible assets		-	-
Tangible assets	10	512,624	388,105
Current assets			
Stocks	11	3,979	3,388
Debtors	12	638,436	849,024
Cash at bank and in hand		2,067,754	1,411,268
		2,710,169	2,263,680
Creditors: amounts falling due within one year	13	(1,450,841)	(1,350,040)
Net current assets		1,259,328	913,640
Net assets		1,771,952	1,301,745
Capital and reserves			
Called up share capital	16	100	100
Profit and loss reserves		1,771,852	1,301,645
Total equity		1,771,952	1,301,745

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the board of directors and authorised for issue on 23 January 2026 and are signed on its behalf by:



R Steele
Director



M Cole
Director

Company registration number 01180133 (England and Wales)

LAINE THEATRE ARTS LIMITED

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 AUGUST 2025

	Share capital	Profit and loss reserves	Total
	£	£	£
Balance at 1 September 2023	100	994,917	995,017
Year ended 31 August 2024:			
Profit and total comprehensive income	-	306,728	306,728
Balance at 31 August 2024	100	1,301,645	1,301,745
Year ended 31 August 2025:			
Profit and total comprehensive income	-	470,207	470,207
Balance at 31 August 2025	100	1,771,852	1,771,952

LAIN THEATRE ARTS LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	21	822,153	159,658
Income taxes paid		(84,003)	(2,752)
Net cash inflow from operating activities		738,150	156,906
Investing activities			
Purchase of tangible fixed assets		(149,884)	(128,867)
Interest received		68,220	42,128
Net cash used in investing activities		(81,664)	(86,739)
Net increase in cash and cash equivalents		656,486	70,167
Cash and cash equivalents at beginning of year		1,411,268	1,341,101
Cash and cash equivalents at end of year		2,067,754	1,411,268

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1 Accounting policies

Company information

Laine Theatre Arts Limited is a private company limited by shares incorporated in England and Wales. The registered office is First Floor, Sheraton House, Lower Road, Chorleywood, Hertfordshire, WD3 5LH.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view. The financial statements have also been prepared in accordance with the Office for Students Accounts direction 2019.41.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

The directors have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment of the company's ability to continue as a going concern.

Based on these assessments the directors have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

1.3 Turnover

Income comprises the invoiced value of tuition fees, including bursaries granted and net of scholarships and awards including discounts given to those on the Dance and Drama Awards (DaDA) scheme. Additional amounts are recognised on receipt.

Grants receivable from the Department for Education are credited to the Statement of Comprehensive Income in the year for which they are receivable.

1.4 Expenditure

Expenditure is recognised on an accruals basis when there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Land and buildings Leasehold	- over remaining term of lease (currently fully depreciated)
Fixtures, fittings & equipment	- 20% on straight line basis

Assets in the course of construction are not depreciated.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

1 Accounting policies (Continued)

1.6 Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

1.7 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost.

1.9 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the Statement of Comprehensive Income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

Deferred tax

Deferred tax is provided in full in respect of taxation deferred by timing differences between the treatment of certain items for taxation and accounting purposes. The deferred tax balance has not been discounted.

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.11 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the lease asset are consumed.

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

New Development

The company is currently capitalising the initial costs relating to a long term new development of the college that will allow it to grow significantly in student numbers, but if for any reason this does not progress to completion said costs would need to be written off. Costs to 31st August 2025 amount to £430,860 (2024: £309,113).

3 Turnover and other revenue

An analysis of the company's turnover is as follows:

	2025	2024
	£	£
Turnover analysed by class of business		
Student fees including ESFA grants	3,580,645	3,160,125
University of Portsmouth degree course fees	277,538	209,301
Children's fees	315,703	357,187
Adult fees	5,943	6,988
Exam fees	59,763	55,728
Audition and registration fees	54,419	39,292
	<hr/>	<hr/>
	4,294,011	3,828,621
	<hr/>	<hr/>
	2025	2024
	£	£
Other revenue		
Interest income	68,220	42,128
Sale of clothing & teaching aids	4,509	3,855
Income from student performances	77,486	77,476
Theatre tax relief income	62,717	46,929
Other	90,425	84,733
	<hr/>	<hr/>

Student fees includes £896,101 (2024: £881,851) from the Education and Skills Funding Agency in respect of Dance and Drama Awards.

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

4 Operating profit

	2025	2024
	£	£
Operating profit for the year is stated after charging:		
Fees payable to the company's auditor for the audit of the company's financial statements	15,613	12,500
Depreciation of owned tangible fixed assets	25,365	19,698
	<hr/>	<hr/>

5 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2025	2024
	Number	Number
Directors	5	5
Teaching staff	42	49
Non teaching staff	18	15
	<hr/>	<hr/>
Total	65	69
	<hr/>	<hr/>

Their aggregate remuneration comprised:

	2025	2024
	£	£
Wages and salaries	2,124,146	2,035,657
Social security costs	168,654	161,484
Pension costs	43,959	44,028
	<hr/>	<hr/>
	2,336,759	2,241,169
	<hr/>	<hr/>

Fees paid to a director of £84,000 (2024: £84,000) were capitalised as referred to in note 2.

No employees received remuneration greater than £100k.

6 Directors' remuneration

	2025	2024
	£	£
Remuneration paid to directors	127,291	89,987
	<hr/>	<hr/>

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

7 Senior staff pay

The total remuneration package for the head of provider is as follows:

	2025 £	2024 £
Basic salary	65,641	76,538
Bonus	5,000	2,500
Pension contributions	1,969	2,296
	<hr/>	<hr/>
	72,610	81,334
	<hr/>	<hr/>

Each year the non-executive directors review the performance and remuneration of the Principal and the executive management team. They assess their performance during the year and use any comparable market data available to assess that the level of remuneration is linked to value and is fair.

The original salary of the Head of Provider was recommended by Perrett Laver, a leading global executive search firm, and benchmarked against remuneration levels in comparable organisations. The Board also considered several key factors, including his qualifications and expertise, his award-winning achievements, his leadership in returning the College to profitability alongside increased student numbers, his successful oversight of the Office for Students (Ofs) process, and his strong links with industry. Taking all of these factors into account, the Board considers his salary to be both appropriate and justified.

The head of provider's full-time equivalent basic salary is 2.6 (2024: 2.7) times the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

The head of provider's full-time equivalent total remuneration is 2.8 (2024: 2.8) times the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration paid by the provider to its staff.

8 Interest receivable and similar income

	2025 £	2024 £
Interest income		
Interest on bank deposits	44,520	12,128
Interest receivable from group companies	23,700	30,000
	<hr/>	<hr/>
Total income	68,220	42,128
	<hr/>	<hr/>

9 Taxation

	2025 £	2024 £
Current tax		
UK corporation tax on profits for the current period	104,062	80,971
Adjustments in respect of prior periods	(13,683)	-
	<hr/>	<hr/>
Total current tax	90,379	80,971
	<hr/>	<hr/>

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

9 Taxation (Continued)

	2025 £	2024 £
Deferred tax		
Origination and reversal of timing differences	2,909	2,422
 Total tax charge	 93,288	 83,393

The actual charge for the year can be reconciled to the expected charge for the year based on the profit or loss and the standard rate of tax as follows:

	2025 £	2024 £
Profit before taxation	563,495	390,121
 Expected tax charge based on the standard rate of corporation tax in the UK of 25.00% (2024: 25.00%)	 140,874	 97,530
Tax effect of expenses that are not deductible in determining taxable profit	1,291	627
Tax effect of income not taxable in determining taxable profit	(15,679)	(14,764)
Adjustments in respect of prior years	(13,683)	-
Other permanent differences	(19,515)	-
 Taxation charge for the year	 93,288	 83,393

10 Tangible fixed assets

	Land and buildings £	Plant and machinery etc £	Total £
Cost			
At 1 September 2024	908,728	462,208	1,370,936
Additions	121,547	28,337	149,884
 At 31 August 2025	 1,030,275	 490,545	 1,520,820
Depreciation and impairment			
At 1 September 2024	599,415	383,416	982,831
Depreciation charged in the year	-	25,365	25,365
 At 31 August 2025	 599,415	 408,781	 1,008,196
Carrying amount			
At 31 August 2025	430,860	81,764	512,624
 At 31 August 2024	 309,313	 78,792	 388,105

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

10 Tangible fixed assets

(Continued)

Following a review of the Company's depreciation policy, from 1st September 2023 the depreciation method for Fixtures, Fittings and Equipment was changed from the reducing balance method at rates of 25% and 10% per annum to the straight-line method at a rate of 20% per annum. This change was made to better reflect the pattern of consumption of the economic benefits of the assets.

The impact of this change on the financial statements is not material.

Land and buildings includes £430,860 (2024: £309,313) of preliminary works analysis and consultancy costs relating to advisory services provided pertaining to the development of new premises. The work on the premises is yet to begin and therefore the costs have not been depreciated.

11 Stocks

	2025	2024
	£	£
Stocks	3,979	3,388
	<hr/>	<hr/>

12 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	32,433	48,524
Amounts owed by group undertakings	353,223	587,808
Other debtors	21,750	24,003
Prepayments and accrued income	227,472	182,222
	<hr/>	<hr/>
	634,878	842,557
	<hr/>	<hr/>

	2025	2024
	£	£
Amounts falling due after more than one year:		
Deferred tax asset (note 14)	3,558	6,467
	<hr/>	<hr/>
Total debtors	638,436	849,024
	<hr/>	<hr/>

Included in other debtors is an initial rent deposit of £21,750 (2024: £21,750) from the Company held as security for the obligations under a property lease dated 30 May 2012.

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

13 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	172,866	133,870
Corporation tax	87,347	80,971
Other taxation and social security	47,969	87,264
Other creditors	14,810	17,391
Accruals and deferred income	1,127,849	1,030,544
	<hr/>	<hr/>
	1,450,841	1,350,040
	<hr/>	<hr/>

14 Deferred taxation

Deferred tax assets and liabilities are offset where the company has a legally enforceable right to do so. The following is the analysis of the deferred tax balances (after offset) for financial reporting purposes:

	Assets 2025 £	Assets 2024 £
Balances:		
Capital allowances	3,558	6,467
	<hr/>	<hr/>
Movements in the year:		2025 £
Asset at 1 September 2024		(6,467)
Charge to profit or loss		2,909
		<hr/>
Asset at 31 August 2025		(3,558)
		<hr/>

15 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	43,959	44,028
	<hr/>	<hr/>

The company contributes via auto enrolment to the defined contribution pension schemes of qualifying employees.

16 Called up share capital

	2025 Number	2024 Number	2025 £	2024 £
Ordinary share capital				
Issued and fully paid				
Ordinary shares of £1 each	100	100	100	100
	<hr/>	<hr/>	<hr/>	<hr/>

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

17 Financial commitments, guarantees and contingent liabilities

HMRC have previously advised the college that DaDA income is outside the scope of VAT and the college has treated DaDA funds accordingly. The VAT treatment of DaDA funding is currently being challenged in the courts by various colleges who are disadvantaged by HMRC's confirmed treatment and it is not likely that there will be an outcome to the case decision until June 2026 at the earliest. Should HMRC lose the case then there is the possibility of retrospective exposure to VAT for the college with an exposure in the order of some £600k.

Going forward from 2027/28, any change in the VAT treatment of DaDA funding, if such were to arise from the court case, should not impact the college given the new funding system coming into place.

18 Operating lease commitments

As lessee

At the year end the company held leases on 2 properties in Epsom under non-cancellable operating lease agreements:

The Studios: Lease from Laine Theatre Arts Holdings Ltd due to expire 31 August 2029 with an annual rent increase linked to RPI.

East Street: Lease due to expire 31 July 2026.

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

	2025	2024
	£	£
Total commitments	1,159,758	1,300,380
	<hr/>	<hr/>

19 Related party transactions

Transactions with related parties

Transactions took place during the year between the Company; its parent, Laine Theatre Arts Holdings Limited; director and ultimate controlling party, Mrs E Jenkins; and Betty Laine Management Limited, a company also controlled by Mrs E Jenkins.

Transactions with related parties during the year were rent payable of £248,400 (2024: £230,000); management charge payable £70,000 (2024: £65,000); management charge receivable £29,000 (2024: £24,800) and loan interest receivable £23,700 (2024: £30,000).

Amounts due from related parties at the balance sheet date were £353,223 (2024: £587,808).

20 Parent company

The ultimate controlling party is Mrs E M Jenkins who is a director of the company and director and shareholder of the parent company, Laine Theatre Arts Holdings Limited.

LAIN THEATRE ARTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

21 Cash generated from operations

	2025 £	2024 £
Profit after taxation	470,207	306,728
Adjustments for:		
Taxation charged	93,288	83,393
Investment income	(68,220)	(42,128)
Depreciation and impairment of tangible fixed assets	25,365	19,698
Movements in working capital:		
Increase in stocks	(591)	(435)
Decrease/(increase) in debtors	207,679	(123,209)
Increase/(decrease) in creditors	94,425	(84,389)
Cash generated from operations	822,153	159,658

22 Analysis of changes in net funds

	1 September 2024 £	Cash flows £	31 August 2025 £
Cash at bank and in hand	1,411,268	656,486	2,067,754

LAIN THEATRE ARTS LIMITED

DETAILED TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2025

	2025	2024
	£	£
Turnover		
Fees	4,294,011	3,828,621
Other operating income		
Rent received (studio hire)	188	28
Sale of clothing and teaching aids	4,509	3,855
Income from student performances	77,486	77,476
Management charge receivable	29,000	24,800
Sundry income	61,236	59,905
Theatre tax relief income	62,717	46,929
	<hr/>	<hr/>
	235,136	212,993
Administrative expenses		
Wages and salaries	1,996,855	1,945,670
Social security costs	168,654	161,484
Staff pension costs	43,959	44,028
Directors' remuneration	127,291	89,987
Management charge	70,000	65,000
Rent, rates, light and heat	558,536	485,147
Cleaning and maintenance	143,913	102,732
Insurance	37,949	34,863
Clothing and teaching aids	3,499	3,422
Motor expenses	7,980	5,820
Travel, subsistence and entertaining	9,937	7,490
Subscriptions and exam fees	258,203	217,758
Legal and professional fees	104,392	120,038
OfS Access and Participation fees	104,280	67,972
Audit fees	15,613	12,500
Bank charges	12,536	10,338
Bad and doubtful debts	22,685	20,823
Doubtful debts recovered	(10,701)	-
Postage, stationery and telephone	21,665	21,651
Advertising and promotion	291,859	244,005
General expenses	19,402	13,195
Depreciation	25,365	19,698
	<hr/>	<hr/>
	(4,033,872)	(3,693,621)
Operating profit	495,275	347,993
Investment revenues		
Interest receivable from group companies	23,700	30,000
Bank interest received	44,520	12,128
	<hr/>	<hr/>
	68,220	42,128
Profit/(loss) before taxation	563,495	390,121
	<hr/>	<hr/>