

ANNUAL REPORT OF THE UNIVERSITY THEATRE SYNDICATE, 2007 - 8

2007/8 was a transformative year at the ADC Theatre. During the first six months of the year, the previous year's record-breaking admission figures were once again broken, with over 36,000 audience members (2,700 more than same period in the previous year) enjoying 231 performances. In the second half of the year, the theatre closed its doors for the final phase of redevelopment work, which saw the refurbishment of the backstage areas, construction of rehearsal studio, installation of disabled access to stage and the replacement of the auditorium seating.

Programme Review

The Autumn season opened with the Cambridge University American Stage Tour production of **The Winter's Tale** and the Footlights production of **Wham Bam**. Both shows had spent September touring, and found a receptive Cambridge audience in their week-long runs. This was followed by bold productions of **Motortown**, **Tiny Dynamite** and **Nineteen Eighty-Four**, which showed the range of drama being produced by current undergraduates in Cambridge. Productions of **Mr Kolpert** and Steven Berkoff's **The Fall of the House of Usher** also enjoyed critical acclaim.

The Theatre presented some wonderful family entertainment during Autumn, with productions of **The Lion, the Witch and the Wardrobe** and **James and the Giant Peach**, which proved popular with students and Cambridge residents alike.

Fame proved a fun and popular choice for the term's musical with all tickets for the week sold-out a week in advance of the first performance, and comic relief was provided in the annual Footlights/ADC pantomime **Once Upon A Time**, which continued the growing success of the pantomimes, yet again prompting the inclusion of an extra matinee in the second week, to satisfy demand.

A bold production of **Julius Caesar** was presented by the European Theatre Group at the start of the Spring season, following their acclaimed tour. This was followed by the contemporary dance show **Perspectives** and polished productions of Moira Buffini's **Dinner** (with live lobsters!) and Shakespeare's **Romeo and Juliet**. The striking designs of **The White Devil** and **Skates** showed that Cambridge's technical community is as creative and innovative as its acting counterpart. The Spring Season was also one of the funniest on record, with improvised comedy from **Alcock Improv**, two comedy review shows in the form of **Anthropology** (a Materialist History of the World in One Hour) and **The Complete Works of William Shakespeare (Abridged)**, as well as Joe Orton's **Entertaining Mr Sloane** and the annual appearances of the **Medics Revue** and **Snippets** - the Cambridge Footlights' Spring Revue.

Into the Woods, the Lent Term Musical, was a real highlight of the year, displaying some of the finest musical and theatrical talent from within the University. The theatre was also please to welcome **Ballet Central**, from the Central School of Ballet, who performed to a sell-out house at the end of March.

The literary festival **cambridgewordfest** enjoyed its fourth annual run at the Theatre at the end of March, and included talks from Dave Gorman, Louis de Bernières, and Janet Street-Porter.

Financial Performance

Income from Theatre Hire was a record £96,363, significantly higher than in previous years and a reflection of the record number of admissions. The ADC Bar remains a popular venue for theatregoers and students alike; its popularity was obvious in the bar surplus which rose to £29,779.15. The Box Office started to establish itself as a significant additional income stream for the Theatre, with surplus on the Box Office account amounting to £8,822 over the year. Income from theatre sundries was slightly down on the previous year, though profits from the scenic hire business increased.

Ongoing Projects & Redevelopment

This year's main achievement was the completion of the ongoing redevelopment programme, which involved the construction of a new rehearsal studio, the refurbishment of large swathes of the backstage areas of the theatre and the installation of disabled access to the stage area for the first time in the theatre's history. The auditorium seating was also replaced, and re-built upon a new tiered structure which provides much better sightlines throughout the whole auditorium.

'Camp ADC' took place as normal, with the focus this year on projects to complement the main redevelopment work. The main project was the removal of all of the old auditorium seating and the old seating rake, replacing the floorboards in preparation for the installation of the new structure.

The theatre also launched its own external ticketing venture, which has been very successful in a short period of time in selling tickets for events at venues around Cambridge, building upon the success of the theatre's own box office system.

Staffing

The Manager and Licensee for 2007/08 was **James Baggaley**. **Megan Prosser** was appointed as Marketing and Bar Manager and **Peter Tovey** was re-appointed as Technical Manager for a second year. Megan carried out many improvements to the bar area, and drove forward plans to redecorate and refurnish the bar during the building works. She also put together a comprehensive review of the theatre's marketing policy, which was of great assistance while planning the reopening strategy. Peter's work was critical in ensuring the success of the redevelopment, and he worked tirelessly to ensure that the project was completed on time and to specification. The Executive Committee is very grateful for the long hours and dedication he invested in this project.

The Theatre also employed three casual Duty Managers (**Rachel Opitz**, **Christian Ashby**, and **Andrew Morley-Smith**) to help the full time staff cope with the workload of the long seasons whilst keeping working hours within reasonable limits.

Daniel Morgenstern has continued to design the theatre brochure.

James Baggaley was re-appointed as Manager and Licensee for 2008/9. For the first time ever, the Executive Committee took the decision to appoint three Housekeepers for the 2008/9 academic year, as well as to re-name the positions to reflect changing times. **John Linford** was appointed Technical Manager, **Stuart Cuthbertson** was appointed as Marketing Manager, and **Claire Butcher** was appointed as Production Manager, with special responsibility for overseeing and developing productions taking place within the theatre.

October 2008



Income & Expenditure Account - Financial Year 2007/08

| 2006/07 | Income | 2007/08 | See note no |
|-----------|--|-----------|-------------|
| 90,466 | Theatre Hire | 96,363 | 6 |
| 86,911 | Bar income | 64,791 | 7 |
| 5,731 | Scenic Hire Income | 8,968 | |
| 2,684 | Photocopier Income | 1,120 | |
| 2,706 | Surplus on sundries | 725 | |
| 829 | Surplus on production suspense account | 87 | |
| 22,502 | Box office commission income | 17,727 | 10 |
| 8,459 | Gross Receivable Interest | 12,367 | |
| 12,000 | Grant from the Chest | 12,300 | |
| 0 | Misc Income | 0 | |
| | Love's Labours CD Surplus | 955 | 4 |
| 232,290 | | 215,403 | |
| | Expenditure | | |
| | Salaries: | | |
| (23,273) | Manager | (22,380) | |
| (36,916) | House Keepers | (43,474) | |
| (3,119) | Duty Manager and HK Training | (2,451) | |
| (870) | Redundancy | 0 | |
| | Capital Expenditure: | | |
| (1,301) | Routine | (1,354) | 8 |
| (9,114) | Approved | (7,325) | 8 |
| (1,324) | Box Office | (1,037) | 10 |
| | Consumables: | | |
| (1,873) | Bulbs | (1,416) | |
| (288) | Gel | (87) | |
| (11,462) | Electricity | (11,916) | |
| (5,423) | Gas | (214) | |
| (902) | Telephone | (1,490) | |
| | Bar: | | 7 |
| (7,776) | Wages | (6,283) | |
| (2,547) | Equipment and projects | (2,530) | |
| (35,082) | Cost of Goods Sold | (25,885) | |
| | Box office: | | 10 |
| (6,755) | Wages | (4,263) | |
| (7,876) | Other costs | (4,491) | |
| (2,298) | Administration | (2,895) | |
| (1,307) | Computing | (3,095) | |
| (13,666) | Publicity | (10,532) | 9 |
| (262) | Licences | (1,133) | |
| (1,938) | Cleaning and accessories | (1,729) | |
| (1,765) | Photocopier | (1,376) | |
| (140) | Scenic Hire Costs | (483) | |
| (317) | Archiving equipment | (53) | |
| (2,080) | Appeal Administration (held in XABI) | 0 | |
| | Maintenance: | | |
| (478) | Stage Electrical and Other | (1,109) | |
| (942) | Workshop / Stage | (563) | |
| (1,890) | Other Minor Works | (1,617) | |
| | Maintenance Fees | (1,218) | |
| (1,120) | Camp ADC living costs | (986) | |
| (184,104) | | (163,384) | |
| 48,186 | TRADING SURPLUS FOR YEAR | 52,019 | |



Notes to the Accounts 2007/2008

| | 2006/07 £ | | 2007/08 |
|-------------|--------------|---|-------------------|
| XABF | | 1. Operating Reserves Fund | |
| | 177,451.79 | Balance at prev year end | 224,500.39 |
| | 47,048.60 | Transfer from Income/Expenditure Account | 51,407.77 |
| | 0.00 | Correcting 06-07 Settlement Errors | (3,829.09) |
| | <hr/> | Balance c/f at 31.7.08 | <hr/> |
| | 224,500.39 | | 272,079.07 |
| | | 2. Reconciliation of Year's Surplus/Deficit | |
| | 49,868.55 | I & E Account Surplus for the Year | 52,018.99 |
| | | less | |
| | | Account Interest already held in XABF | (11,486.55) |
| | | | 40,532.44 |
| | | Transfers from I&E Account to Reserves: | |
| | 49,697.79 | Operating Reserves Fund | 35,453.85 |
| | 0.00 | Correcting 06-07 Zeroing Errors | 4,980.72 |
| | 89.61 | Seat Sponsorship Appeal | 97.87 |
| | 65.13 | Counterweight Appeal | 0.00 |
| | <hr/> | | <hr/> |
| | 49,852.53 | | 40,532.44 |
| XABI | | 3. ADC Appeal Administration Account | |
| | (4,835.40) | Balance at prev year end | (2,079.61) |
| | 4,835.40 | Transfer from reserves | 0.00 |
| | (2,079.61) | Alumni Mailings | |
| | <hr/> | Balance c/f at 31.7.08 | <hr/> |
| | (2,079.61) | | (2,079.61) |
| XABK | | 4. Love's Labours Surplus | |
| | 0.00 | Balance at prev year end | 0.00 |
| | 0.00 | CD Sales | 977.06 |
| | 0.00 | Postage Costs | (22.20) |
| | 0.00 | Account Interest | 3.84 |
| | <hr/> | Love's Labours Surplus (transferred to XABF) | <hr/> |
| | 0.00 | | 958.70 |
| | | 5. Other Appeals | |
| XABH | | Seat Sponsorship | |
| | 1,837.48 | Balance at prev year end | 1,778.28 |
| | (148.81) | Seat plaques | 0.00 |
| | 0.00 | Donations | 0.00 |
| | 89.61 | Deposit Account Interest (Transferred from I&E) | 97.87 |
| | | Transferred to XAYH (Auditorium seating) | (1,876.15) |
| | <hr/> | Balance c/f at 31.7.08 | <hr/> |
| | 1,778.28 | | 0.00 |
| XABG | | Counterweight Appeal | |
| | 1,904.60 | Balance at prev year end | 334.96 |
| | 0.00 | Donations | 0.00 |
| | (1,634.77) | CW Expenditure as part of camp | (54.96) |
| | 65.13 | Deposit Account Interest (Transferred from I&E) | 0.00 |
| | <hr/> | Balance c/f at 31.7.08 | <hr/> |
| | 334.96 | | 280.00 |

10. Box Office account

| | | Income | |
|----------|------------------|--|------------------------|
| 22502.08 | | Commission to shows | 17,727.09 |
| 565 | | Credit card commission | 300.00 |
| 1710 | | Phone sales commission | 700.00 |
| | <u>24,777.08</u> | | <u>18,727.09</u> |
| | | Expenditure | |
| 3050.5 | | Blackbaud support charges | 1,946.68 |
| 956.69 | | Telephone | 0.00 |
| 1324 | | Ticket & comp slip printing | 1,037.00 |
| 6755.11 | | Staff costs | 4,263.19 |
| 3600.35 | | Credit card fees | 3,544.33 |
| 268.95 | | Miscellaneous | 0.00 |
| | <u>15,955.60</u> | | <u>10,791.20</u> |
| | <u>8,821.48</u> | Total Box Office Surplus for Year | <u>7,935.89</u> |

11. Citigroup fund

| | | |
|---------------|-------------------------------|----------------------|
| 827.64 | Balance at prev year end | 858.83 |
| 31.19 | Deposit Account Interest | 33.71 |
| 0.00 | Grants paid out | 0.00 |
| <u>858.83</u> | Balance c/f at 31.7.08 | <u>892.54</u> |



Balance Sheet End Of Financial Year 2007/2008

| ASSETS: | | | |
|----------------|-----------------------------------|----------------|-------------|
| Current | | | |
| 2006/07 | | 2007/08 | See note no |
| 2,422.83 | 'Current' Account with University | 4,004 | |
| 2,346.00 | Bar Stock | 2,032 | |
| 3,126.00 | Sundries Stock | 3,001 | |
| 864 | Bulb Stock | 849 | |
| 5,594 | Sundry Debtors (inc. cash) | 6,728 | |
| | Redevelopment Debtors | 24,599 | 12 |
| 0 | Prepayments | 2,728 | |
| | less: | | |
| 0 | Sundry Creditors (UPS Repairs) | -4,467 | |
| <u>14,353</u> | | <u>39,474</u> | |
| | Long Term | | |
| 205,625 | Deposit Account with University | 236,500 | |
| <u>205,625</u> | | <u>236,500</u> | |
| <u>219,978</u> | Total Assets: | <u>275,974</u> | |
| | FUNDED BY: | | |
| | reserves: | | |
| 227,150 | Operating Reserves Fund | 272,079 | 1 |
| 1,770 | Seat Sponsorship Appeal | 0 | 5 |
| 335 | Counterweight Appeal | 280 | 5 |
| | Scratch Account | 2,722 | |
| | Citigroup Fund | 893 | 11 |
| <u>229,254</u> | Total: | <u>275,974</u> | |