

ANNUAL REPORT OF THE UNIVERSITY THEATRE SYNDICATE, 2008 – 9

This year, as well as being one of celebration for the University, was also a year of celebration for the ADC Theatre, as it reflected on the completion of many long-term objectives.

October 2008 saw the completion of the redevelopment that had started in 2003 and the beginning of a new set of opportunities for the Theatre. The last phase of the building work included the rebuilding of the workshop and dressing rooms, and the creation of a rehearsal and performance studio (The Larkum Studio, named for former Sidney Sussex Bursar and Chairman of the ADC Theatre Executive Committee Charles Larkum). It also saw the installation of a platform lift which allows disabled access to the stage area for the first time in the theatre's history.

The changes were evidently popular with the theatre's audience, with audience figures breaking the momentous 50,000 mark for the first time in the theatre's history, as it welcomed 53,000 visitors over 353 performances.

Programme Review

The Autumn season once again opened with a production from the Cambridge University American Stage Tour: *Henry V*, which claimed an unprecedented six stars from Varsity. Also back from tour was the Edinburgh sell-out, *Devils*, written and performed by the Cambridge Footlights. The redeveloped building was re-opened to a selection of alumni and current students with a performance of an exciting new musical written by Cambridge students called *Hero*, which had also enjoyed a successful run at the Edinburgh Festival. The gala evening was attended by Sir Peter Hall (guest of honour) and Sir Trevor Nunn, and a number of volunteers involved in the building project were invited.

The Autumn season continued with Pinter's *The Hothouse*, *The Pillowman* and *Life x3*, showing the range of drama being produced by current undergraduates in Cambridge. A Halloween-style production of *Gas Light* and the vivid staging of *Empty Portrait* also enjoyed critical acclaim. The Theatre continued to present family entertainment during Autumn, with productions of *Peter Pan*, which proved popular with students and Cambridge residents alike. The year's RSC/Other Prize was won by *Fruit*, newly written by Orlando Reade and performed at the ADC Theatre in November. *Parade* took the imagination of the musical theatre society, and proved a bold but popular choice for the term's musical. The annual Footlights/ADC pantomime took the story of *Theseus and the Minotaur*, which was almost sold out before the first night got underway.

The European Theatre Group presented a modern version of *Hamlet* at the start of the Spring season, following their successful tour, featuring – notoriously – a large tank of water sat in the middle of the stage. This was followed by the contemporary dance show, *Beauty*, and a traditional production of *Orfeo* – including actors descending from above the stage in a basket! Comic relief was aplenty in the lateshow slot as *Breakfast at Night*, *Feelgood*, *The Big Book for Girls* and the Harry Porter Prize Winner, *Barry Pull Your Finger Out*, brought in big crowds. Elegant yet gripping productions of *Three Sisters* and *Richard II* filled the middle of the term, complemented by Miller's American Classic: *Death of a Salesman*.

For the second year running, a musical lateshow took place in the middle of term, this time the Tony Award-Winning Musical, *Kiss of the Spiderwoman*. The Lent Term Musical once again showed off the best of Cambridge's musical theatre talent with a sell-out run of Frank Loesser's *Guys and Dolls* – a show that proved so popular many audience-members returned to see it again in the second week of its run!

The literary festival Cambridge Wordfest enjoyed another duo of festivals in the Theatre, one in December and the other during March, featuring Michael Morpurgo and Malorie Blackman. During the Summer Season the Theatre also hosted WRiTEON's monologue and duologue new writing festival in the Larkum Studio.

The Summer Season kicked off with successful student performances of *As You Like It* and *Who's Afraid of Virginia Woolf?*, followed by a sell-out run of Sondheim's *Sweeney Todd* and capped off with a two week preview run of the Footlights National Tour Show 2009: *Wishful Thinking*. The season finished with a duo of new writings in celebration of Charles Darwin: *This View of Life* and *Re:Design*, to coincide with the University's Darwin Festival.

800th Anniversary

The ADC Theatre was pleased to take part in the University's 800th Anniversary celebrations, hosting a Gala Performance in March 2009. The theme of the evening was the impact that drama in Cambridge has had on the wider world, and featured contributions from Sir Trevor Nunn, Griff Rhys Jones, Germaine Greer and Richard Stilgoe, as well as six of Cambridge's leading student drama societies, including the Amateur Dramatic Club, Marlowe Society and Cambridge Footlights. The evening was hosted by the Vice-Chancellor, and HRH Prince Edward, the Earl of Wessex, was the guest of honour. As part of the evening's proceedings, the Vice Chancellor, HRH the Earl of Wessex, and Sir Geoffrey Cass, Chairman of the ADC Theatre Redevelopment Committee, unveiled a plaque to officially re-open the building after the redevelopment. The event was a real celebration of the contribution that student dramatics in Cambridge, and the ADC Theatre in particular, has had on the performing arts in Great Britain, a timely reminder of the importance of the broader education received by undergraduates in Cambridge.

Financial Performance

Income from Theatre Hire was a record £123,389.50, 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 £47,544.98. 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 £14,388.97 over the year. Income from theatre sundries was slightly down on the previous year, though profits from the scenic hire business increased, and we expect income to increase as we supply sundries on behalf of Stage Electrics.

Ongoing Projects & Redevelopment

With the redevelopment now complete, the students and amateur groups eagerly adopted the new facilities and a room booking section of the website was created to optimise use of the spaces. The building won a regional award from the LABC for Technical Innovation, which was shared between the architects, contractors and EMBS. It was clear from the feedback during the Audience Survey that the redevelopment scheme had been a great success, with positive comments filling the report.

'Camp ADC' again ran for a week, and this time was free from various jobs that the Technical Manager now had time to focus on during the Summer. Many students new to Camp were involved in projects to improve the day-to-day operation of the building with great success.

ADC Ticketing proved to be popular amongst other venues in Cambridge, and provided a stream of income and many positive comments about the layout of the website.

Staffing

The Manager and Licensee for 2008/09 was **James Baggaley**, who saw the Theatre through the final phase of the Redevelopment and successfully re-launched the season with an active publicity campaign and great coordination of the special events during the year. His dedication to running the Theatre during the past two years should be applauded.

Stuart Cuthbertson was appointed as Marketing and Bar Manager and **John Linford** was appointed as Technical Manager. The new role of Production Manager was taken on by **Claire Butcher**, and **Peter Tovey** continued his work to finish the Redevelopment until the end of October. Claire settled into her role superbly, taking on various parts of the other managers' responsibilities and assimilating them into a role tailored to contact with production teams. Stuart worked hard to lay the foundations for a new archiving system, still being developed, which will allow a fully searchable database of the Theatre's archives in years to come. John used his experience in the technical industry to establish links with Stage Electrics, who recently closed a branch in Cambridge, such that the Theatre now has consignment stock to increase the turnover of the hire business.

A new role was added to the nightly staff in the form of 'Front of House' support staff, who assist the Duty Manager in their work and provide vital support behind the bar at busy times. The role has been taken on by students who have excelled in their work behind the Bar and/or the Box Office, and has proven successful - presenting a much more professional operation each night.

The Theatre also employed four casual Duty Managers (**Rachel Opitz, Christian Ashby, Alex Brett** and **Jenny Houghton**) 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 and season poster.

Phil Norris was appointed as Manager and Licensee for 2009/10 and **Katherine Upton** took over as Marketing and Bar Manager. **John Linford** and **Claire Butcher** continued in their roles as Technical Manager and Production Manager respectively.



Income & Expenditure Account - Financial Year 2008/09

2007/08	Income	2008/09	See note no
£ 96,363.33	Theatre Hire	£ 123,389.50	6
£ 64,790.84	Bar income	£ 116,016.61	7
£ 8,968.49	Scenic Hire Income	£ 4,656.09	
£ 1,119.73	Photocopier Income	£ 3,778.45	
£ 725.05	Surplus on sundries	-£ 913.49	
£ 87.00	Surplus on production suspense account	£ 215.34	
£ 17,727.09	Box office commission income	£ 31,564.83	10
£ 12,366.94	Gross Receivable Interest	£ 4,394.96	
£ 12,300.00	Grant from the Chest	£ 12,000.00	
£ -	Misc Income	£ -	
£ 954.86	Love's Labours CD Surplus	£ 37.94	4
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£ 215,403.33		£ 295,140.23	
	 Expenditure		
	Salaries:		
-£ 22,380.31	Manager	-£ 23,008.59	
-£ 43,474.36	House Keepers	-£ 57,702.34	
-£ 2,451.49	Duty Manager and HK Training	-£ 2,696.28	
£ -	Front of House Support	-£ 2,357.23	
£ -	Redundancy	£ -	
	Capital Expenditure:		
-£ 1,353.60	Routine	-£ 2,627.88	8
-£ 7,325.08	Approved	-£ 8,582.17	8
-£ 1,037.00	Box Office	-£ 1,073.00	10
	Consumables:		
-£ 1,415.76	Bulbs	-£ 1,898.86	
-£ 87.07	Gel	-£ 250.04	
-£ 11,915.77	Electricity	-£ 10,510.09	
-£ 213.84	Gas	-£ 904.70	
-£ 1,489.59	Telephone	-£ 854.09	
	Bar:		7
-£ 6,282.78	Wages	-£ 10,439.37	
-£ 2,529.51	Equipment and projects	-£ 6,676.17	
-£ 25,884.94	Cost of Goods Sold	-£ 51,356.09	
	Box office:		10
-£ 4,263.19	Wages	-£ 7,346.20	
-£ 4,491.01	Other costs	-£ 8,756.66	
-£ 2,894.84	Administration	-£ 3,076.48	
-£ 3,095.10	Computing	-£ 2,925.83	
-£ 10,532.34	Publicity	-£ 23,392.59	9
-£ 1,133.39	Licences	-£ 1,440.82	
-£ 1,729.42	Cleaning and accessories	-£ 2,463.07	
-£ 1,376.06	Photocopier	-£ 2,760.88	
-£ 483.12	Scenic Hire Costs	-£ 168.00	
-£ 52.78	Archiving	-£ 790.00	
	Maintenance:		
-£ 1,108.56	Stage Electrical and Other	-£ 2,585.10	
-£ 563.05	Workshop / Stage	-£ 659.22	
-£ 1,616.76	Other Minor Works	-£ 2,202.43	
-£ 1,217.87	Maintenance Fees	-£ 493.43	
-£ 985.75	Camp ADC living costs	-£ 1,671.15	*1
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-£ 163,384.34		-£ 241,668.76	
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£ 52,018.99	TRADING SURPLUS FOR YEAR	£ 53,471.47	

Notes to the Accounts 2008/2009

	2007/08 £		2008/09
XABF		1. Operating Reserves Fund	
	£ 224,500.39	Balance at prev year end	£ 267,611.70
	£ 51,407.77	Transfer from Income/Expenditure Account	£ 51,312.37
	-£ 3,829.09	Adjusting Previous Year End	
	-£ 4,467.37	UPS Expenditure (processed as accrual)	
		UPS Expenditure (08-09)	-£ 1,085.86
		Account Interest	£ 4,394.96
	£ 267,611.70	Balance c/f at 31.7.09	£ 322,233.17
		2. Reconciliation of Year's Surplus/Deficit	
	£ 52,018.99	I & E Account Surplus for the Year	£ 53,471.47
		less	
	-£ 11,486.55	Account Interest already held in XABF	-£ 4,300.24
		UPS Expenditure already held in XABF	£ 1,085.86
	£ 40,532.44		£ 50,257.09
		Transfers from I&E Account to Reserves:	
	£ 35,453.85	Operating Reserves Fund	£ 51,312.37
	£ 4,980.72	Adjusting Previous Year End	£ -
	£ 97.87	Seat Sponsorship Appeal	£ -
	£ -	Counterweight Appeal	£ -
	£ 40,532.44		£ 51,312.37
XABI		3. ADC Appeal Administration Account	
	-£ 2,079.61	Balance at prev year end	-£ 2,079.61
	£ -	Transferred from Redevelopment Account	£ 2,079.61
	-£ 2,079.61	Balance c/f at 31.7.09	£ -
		ACCOUNT CLOSED	
XABN		4. Love's Labours Surplus	
	977.06	CD Sales	£ 37.94
	(22.20)	Postage Costs	£ -
	3.84	Account Interest	£ -
	958.70	Love's Labours Surplus (transferred to XABF)	£ 37.94
		5. Other Appeals	
XABH		Seat Sponsorship	
	£ 1,778.28	Balance at prev year end	£ -
	£ -	Seat plaques	
	£ -	Donations	
	£ 97.87	Deposit Account Interest (Transferred from I&E)	
	-£ 1,876.15	Transferred to XAYH (Auditorium seating)	
	£ -	Balance c/f at 31.7.09	£ -
		ACCOUNT CLOSED	
XABG		Counterweight Appeal	
	£ 334.96	Balance at prev year end	£ 280.00
	£ -	Donations	£ -

-£	54.96	CW Expenditure as part of camp	£	-
£	-	CW Expenditure as part of camp	-£	280.00
£	280.00	Balance c/f at 31.7.08	£	-
		ACCOUNT CLOSED		

6. Theatre Hire Income

£	249,378.36	Total takings	£	385,507.80
£	153,015.03	Paid out to shows	£	262,118.30
	<u>£ 96,363.33</u>	Net theatre hire	£	123,389.50
	£ -	Other hire	£	-
	£ 96,363.33	Surplus For Year	£ 123,389.50	

7. Bar Account

£	64,790.84	Total sales (net)	£	116,016.61
		Costs		
	(2,346.00)	Opening Stock	-£	2,031.54
	(25,884.94)	Purchases	-£	51,355.55
	<u>2,031.54</u>	Closing Stock	£	2,031.00
	(26,199.40)		-£	51,356.09
	<u>38,591.44</u>	GROSS PROFIT	£	64,660.52
		Expenses		
-£	6,282.78	Casual Bar Staff	-£	10,439.37
-£	<u>2,529.51</u>	Equipment & Projects	-£	6,676.17
-£	8,812.29		-£	17,115.54
£	<u>29,779.15</u>	Total Bar Surplus For Year	£ 47,544.98	

8. Capital Expenditure

		Routine		
		UPS Enclosure	-£	561.99
		Office Furniture	-£	507.00
		Vacuum Cleaners	-£	352.78
		Tank traps	-£	365.32
		Soap Dispensers for FOH	-£	149.50
		Plaque - Contribution	-£	59.50
		Miscellaneous	-£	631.79
Total	<u>£ 1,353.60</u>		-£	2,627.88
		Approved		
		UPS Maintenance	-£	1,085.86
		Camp Projects	-£	7,496.31
Total	<u>£ 7,325.08</u>		-£	8,582.17
	<u>£ 8,678.68</u>	Total Capital Expenditure For Year	-£ 11,210.05	

9. Publicity

		Termly Leaflet		
		Printing Costs	-£	10,462.59
		Postage & Distribution Costs	-£	7,171.78
	<u>6,612.65</u>		-£	17,634.37
	<u>3,013.50</u>			
	9,626.15	Advertising		
£	230.89	Local Publications	-£	1,407.30
£	200.00	Varsity	-£	120.00
£	<u>475.30</u>	Other	-£	3,358.98
£	906.19		-£	4,886.28
		Other Printing		
		Season Posters	-£	386.36

	Other	-£	485.58	-£	871.94
				-£	23,392.59
£	10,532.34				
	Total for year				

10. Box Office account

		Income	
£	17,727.09	Commission to shows	£ 31,188.33
£	300.00	Credit card commission	£ 376.50
£	700.00	Phone sales commission	£ -
	<u>£ 18,727.09</u>		<u>£ 31,564.83</u>
		Expenditure	
£	1,946.68	Blackbaud support charges	£ 1,682.26
£	-	Telephone	£ 1,295.44
£	1,037.00	Ticket & comp slip printing	£ 1,073.00
£	4,263.19	Staff costs	£ 7,346.20
£	3,544.33	Credit card fees	£ 5,778.96
£	-	Miscellaneous	£ -
	<u>£ 10,791.20</u>		<u>£ 17,175.86</u>
	<u>£ 7,935.89</u>	Total Box Office Surplus for Year	<u>£ 14,388.97</u>

11. Show Support fund

£	858.83	Balance at prev year end	£ 892.54
£	33.71	Deposit Account Interest	£ 13.04
£	-	Grants paid out	£ -
	<u>£ 892.54</u>	Balance c/f at 31.7.09	<u>£ 905.58</u>

12. Redevelopment Debtors

		Redevelopment Expense	
XABI	-£ 2,079.61	Appeal Administration	
XAYG	-£ 3,876.52	XAYG - Phase IIB Expenditure	
		Auditorium Seating	
XAYH	-£ 4,617.02	XAYH - Auditorium Seating	
	£ 1,876.15	XAYH - Transferred from Seat Sponsorship	
		Ventilation	
XAYI	-£ 4,500.00	XAYI - Ventilation	
	-£ 13,197.00	Balance c/f at 31.7.09	<u>£ -</u>
		ACCOUNTS CLOSED	