

ANNUAL REPORT OF THE UNIVERSITY THEATRE SYNDICATE, 2010-11

2010-11 proved to be another successful year for the ADC Theatre. Audience numbers continued their year-on-year rise; culminating in a sell-out season of student productions in Lent Term. There were a record number of productions; 92 over the course of the year, and more than 60,000 tickets were sold to nearly 17,000 different customers.

There was also a significant rise in the income from the ticketing of external events, and this, combined with the increased activity at the Theatre, produced a good financial performance, maintaining a healthy annual surplus and good reserves.

Easter Term saw the signing of an agreement between Corpus Christi College and the University, with the ADC Theatre donating money to a significant refurbishment project of the Corpus Playroom, and taking on management of the space from October 2011.

Programme Review

For the first time the Theatre's Season opened in September with local new writing. *Wilde in New York*, written by David Geasor, performed successfully in the week before term, proving that the ADC can attract an audience to new writing on a larger scale. As Michaelmas Term started, the Cambridge University American Stage Tour and Cambridge Footlights both returned from touring America to present *The Tempest* and *Good For You*.

The Marlowe Society followed these with *The Alchemist* and *The Complete Works of William Shakespeare (abridged)*, a busy week at the Theatre as both sold out. The Cambridge University Amateur Dramatic Club (CUADC) again produced the majority of shows during the Term, with thought-provoking productions of *Journey's End* and *4:48 Psychosis*, as well as the light-hearted *Life Doctor*.

Cambridge University Musical Theatre Society (CUMTS) brought Jonathan Larson's *RENT* to the ADC in a deeply moving and professional production. This was followed at the end of the Term with the CUADC / Footlights annual Pantomime; *The Pied Piper*, selling out in record time.

Lent Term opened with the European Theatre Group covering the stage in real turf for *The Taming of the Shrew*. This was closely followed by the annual dance show from Cambridge University Contemporary Dance Workshop, and *Pornography*, a lateshow from the CUADC that went on to win awards at the National Student Drama Festival.

For the first time the Theatre programmed a two-week run in the middle of Lent Term, with *Noises Off*, a technical and critical success. Three Footlights performed their own show *The Pin*, which experimented with a new style of sketch comedy before the regular *Footlights Spring Revue*.

There were a number of musicals throughout the Term, all well-received: *Spring Awakening* invited the audience onto the stage, *Jet Set Go!* was hilariously camp, and *West Side Story* finished the term spectacularly.

During the Easter vacation the Pied Pipers returned with *HONK!*, a warm-hearted family musical, before we received the graduating class from the Central School of Ballet on their national tour. Once again we were proud to provide a venue for the Cambridge Wordfest literary festival, ticketing the whole festival across a number of spaces in Cambridge.

Easter Term lateshows kept the mood light; a number of nostalgic musical performances, including the *CUMTS Gala*, *Once Upon a Dream*, and the *Cambridge University Show Choir* performed favourite Disney songs and Musical Theatre numbers. Mainshow productions included *Romeo and Juliet*, Stoppard's *Arcadia*, and a powerful yet simple production of *All My Sons*.

The Festival Players presented *The Producers* to bridge the gap between student productions before the Cambridge Footlights returned with previews of their tour show, *Pretty Little Panic*. Local companies BAWDS and Combined Actors of Cambridge finished the year with *The Cherry Orchard* and *Improbable Fiction*, leaving time for preview performances of Cambridge productions touring to the Edinburgh Fringe.

Ongoing Projects

The most significant ongoing project is the taking on of the management of the Corpus Playroom. Following a refurbishment during the Long Vacation the ADC Theatre will start to manage the Playroom on the 1 October 2011.

The Management team has been planning the administration of the Playroom, but a lot of the details will be informed by the first few weeks of operation. The Playroom provides a contrasting space to the ADC Theatre, with its unique L-shape and intimacy. The new arrangement should benefit the whole of Cambridge drama, as resources can be shared and there can be an increase in cross-selling between venues.

CAMP ADC was again a positive time for students to engage with maintenance and other initiatives in the Theatre, led by the Theatre Management. The bar kitchen and the timber storage rack were re-built, amongst other maintenance projects.

Financial Performance

Income from Theatre Hire has continued a pattern of strong growth, totalling £168,468. This is primarily a result of continued increase in admittances and number of productions at the Theatre. However, having achieved a nearly sell out year of student productions, there is now reduced potential for growth. Taking on the Playroom, and working harder at selling lateshows could make a difference, but they don't match the financial capacity of Mainshows at the ADC Theatre.

The Box Office continues to perform well; and the expansion of the external ticketing service has led to a significant increase in the surplus, £14,232 up from

£9,441. As well as another income stream, ADC Ticketing is a valuable resource for other events in Cambridge; providing online sales and exposure to a much wider audience. This increase has allowed the addition of another permanent staff position; a Box Office Administrator will be appointed in September to both support ADC Ticketing and provide administrative support to the Management Team.

The Bar has continued to expand, bringing in a surplus of £65,045, a vital support for the operation of the Theatre. Publicity for the Theatre remains one of the highest outgoings, principally through the production and distribution of our Season Brochure to every student of the University and 10,000 other theatre enthusiasts.

Overall the Theatre provided a surplus of £41,775 during the financial year, higher than expected due to significant amount of external ticketing late in the year. There has been a slight decrease in profitability due mostly to the writing off of bad debt in 2010-11. As noted above, the Theatre is approaching its financial capacity on Theatre Hire (the main income stream), so over the next few years the focus of the operation will have to change from encouraging growth to maintaining our successful position.

Staffing

The Theatre Manager for 2010-2011 was **Phil Norris**. He oversaw the introduction of the Spektrix Box Office system at the Theatre, allowing greater analysis of customer data, and a much simpler experience for both customers and Box Office staff. This also allowed the expansion of ADC Ticketing; the service of advance ticket sales provided for other events in Cambridge. He also played a significant role in the formulation of the management agreement between Corpus Christi College and the University; leading to drastic improvements to the Corpus Playroom, and the taking on of its management by the ADC Theatre.

The Marketing and Bar Manager, **Richard Bates**, worked on improving the press profile of productions at the Theatre; leading to a significant increase in coverage. **Stuart Webb**, the Technical Manager, has worked tirelessly to maintain the Theatre's equipment and provide an industry-standard resource for students; this is exemplified by the completion of a project to purchase a Genie Lift for the Theatre. The Production Manager, **Ben Hosford**, spent time re-structuring the Theatre's systems for handling productions, releasing time and allowing for expansion.

The Theatre also employed five casual Duty Managers (**Alex Brett, Will Wykeham, Laura Sutcliffe, Joe Shaw, and Cassie Loyd-Perrin**) to reduce the pressure on the full-time staff. **Daniel Morgenstern** continued to design the season poster and theatre brochure.

The Bar and Box Office have continued to provide employment for around 50 students, giving them essential experience in theatrical work, and contributing to the overall success of the Theatre.

Ben Hosford will move across the office in September to take on the role of Theatre Manager for 2011-12. **Richard Bates** and **Stuart Webb** will continue in their positions, and **Sam Clear** was appointed as Production Manager.



Income & Expenditure Account - Financial Year 2010/11

2009/10	Income	See note no
£ 132,314.39	Theatre Hire	£ 168,460.84
£ 121,936.02	Bar income	£ 148,515.60
£ 6,045.90	Scenic Hire Income	£ 4,336.95
£ 4,149.74	XABS Photocopier Account	
	Copying	£ 6,457.14
	Postage Commission	£ 2,967.75
-£ 2,786.58	Surplus on sundries	-£ 1,634.45
-£ 2,292.32	Surplus on production suspense account	
£ 37,513.25	Box office commission income	£ 55,454.91
		9
£ 1,040.09	Gross Receivable Interest	£ 1,198.49
<hr/>		<hr/>
£ 297,920.49		£ 385,757.23
	Expenditure	
	Salaries:	
£ 22,291.05	Manager	£ 29,847.55
£ 58,107.43	House Keepers	£ 69,662.28
£ 2,988.06	Duty Manager	£ 2,537.90
£ 350.48	Training	£ 1,680.50
£ 4,381.71	Front of House Support	£ 4,658.15
	Capital Expenditure:	
£ 1,657.84	Routine	£ 1,141.38
£ 9,847.66	Approved	£ 11,113.25
£ 1,514.00	Box Office	
	Bar	£ 1,515.00
£ 11,375.80	Electricity	£ 13,258.30
£ 2,512.62	Gas	£ 8,191.22
£ 1,954.65	Telephone	£ 942.96
	Bar:	
£ 9,884.51	Wages	£ 11,858.33
£ 627.27	Equipment and projects	£ 2,779.07
£ 61,199.53	Cost of Goods Sold	£ 67,317.47
	Box office:	
£ 8,545.10	Wages	£ 8,255.32
£ 19,527.05	Other costs	£ 33,087.23
	Postage	£ 2,847.32
£ 1,735.59	Photocopier	£ 3,331.41
£ 3,975.10	Administration	£ 6,075.02
£ 3,815.82	Computing	£ 3,197.25
£ 22,370.47	Publicity	£ 24,115.60
£ 1,127.73	Licences	£ 2,371.55
£ 1,136.07	Cleaning and accessories	£ 4,227.92
£ 138.94	Health and Safety	£ 997.00
-£ 42.55	Scenic Hire Costs	-
£ 428.18	Show Support Fund	-
£ 721.22	Archiving	£ 396.07
	Maintenance:	
£ 497.14	Stage Electrical and Other	£ 1,508.35
£ 1,618.51	Workshop / Stage	£ 3,555.94
	Stage Strengthening	£ 10,313.37
£ 159.50	Maintenance Fees	£ 495.00
	Camp:	
£ 1,654.87	Minor Works	£ 3,702.18
£ 2,602.24	Living costs	£ 2,633.59
	XABJ Suspense Account	
	Bad Debt (pre 2010-11)	£ 6,368.14
<hr/>		<hr/>
£ 258,703.59		£ 343,981.62
<hr/>		<hr/>
£ 39,216.90	TRADING SURPLUS FOR YEAR	£ 41,775.61
	Special Expenditure (committed to in 2011/12)	
	Corpus Playroom Refurbishment	£ 40,000.00



Notes to the Accounts 2010/11

2009/10

XABF		1. Operating Reserves	
£ 327,489.27		Balance at prev year end	£ 366,692.17
£ 39,202.90		Transfer from Income/Expenditure Account	£ 41,775.61
£ 366,692.17		Balance c/f at 31.7.11	£ 408,467.78
		2. Reconciliation of Year's Surplus/Deficit	
£ 33,389.17		I & E Account Surplus for the Year	£ 41,775.61
-£ 1,040.09		less Account Interest already held in XABF	-£ 1,186.44
£ 32,349.08			£ 40,589.17
XABQ		4. Sundries Account	
		Expenditure	
£ 1,177.20		Opening Stock	-£ 3,604.26
£ 471.00		Lamps	-£ 1,382.23
£ 5,858.71		Consignment Stock	-£ 1,365.17
		General Sundries	-£ 5,492.38
		Closing Stock	£ 4,256.37
£ 4,623.09		Income	£ 5,953.22
-£ 2,883.82		Surplus For Year	-£ 1,634.45
XABB		6. Bar Account	
£ 123,748.32		Total sales (net)	£ 148,515.60
		Costs	
-£ 3,882.97		Opening Stock	-£ 3,249.56
-£ 60,566.12		Purchases	-£ 69,349.85
£ 3,249.56		Closing Stock	£ 5,281.94
-£ 61,199.53			-£ 67,317.47
£ 62,548.79		GROSS PROFIT	£ 81,198.13
		Expenses	
-9,884.51		Casual Bar Staff	-£ 11,858.33
-627.27		Equipment & Projects	-£ 4,294.07
-£ 10,511.78			-£ 16,152.40
£ 52,037.01		Total Bar Surplus For Year	£ 65,045.73
XABI		7. Capital Expenditure	
		Routine	
		Poster Boards	£ 45.99
		Projector	£ 200.00
		Network Switch	£ 373.49
		Bar Curtain	£ 267.46
		Misc	£ 246.17
-£ 1,657.84			£ 1,133.11



Balance Sheet End Of Financial Year 2010/11

2009/10	ASSETS:	2010/11
	Current	
£ 63,469.15	'Current' Account with University	£ 75,475.75
£ 350.00	Float	£ 350.00
£ 3,249.56	Bar Stock	£ 5,281.94
£ 2,901.24	Sundries Stock	£ 3,231.36
£ 703.02	Bulb Stock	£ 1,025.01
£ 3,112.06	Debtors on Suspense Account	£ 2,181.26
£ 73,785.03		£ 87,545.32
	Long Term	
£ 299,484.41	Deposit Account	£ 341,028.60
	Total Assets	
£ 373,269.44		£ 428,573.92
	LIABILITIES	
-£ 6,577.27	Scratch Account	-£ 2,454.84
	NET ASSETS	
£ 366,692.17		£ 426,119.08
	FUNDED BY:	
£ 366,692.17	Operating Reserves	£ 408,467.78
£ -	Restricted Reserve	£ 17,651.30
£ 366,692.17		£ 426,119.08