

ANNUAL REPORT OF THE UNIVERSITY THEATRE SYNDICATE, 2004 – 2005

2004/05 was a year of real achievement for the ADC Theatre. Record audience figures were achieved despite a slightly shorter year of performances than usual. Phase 2A of the redevelopment work, although continuing after the end of the reporting year, was completed on time and within budget. A new booking system was installed which came into action on 1st April 2005 ending many years of relying on a third party agency service.

Programme Review

The theatre was reopened in October by the Vice-Chancellor and Nicholas Hytner (Director of the National Theatre) and presented 296 performances until closing for further building work in the middle of July. The programme was wide-ranging including drama, dance, comedy and musicals, presented by both student companies and local amateur drama groups. A full list of shows is attached.

October saw a strong month of drama including the return of **As You Like It** from its American tour and a sell-out production of Stoppard's **Rosencrantz and Guildenstern are Dead**. Later in the season there was new-writing success with the winner of the Marlowe/RSC Other Prize, **Rostov's House** and the annual ADC/Footlights pantomime, **Great Expectations**. **The Tinderbox and other stories** proved to be a successful family show shortly before Christmas.

An innovative production of **Romeo and Juliet** was presented by the European Theatre Group at the start of the Spring season. This was followed by more strong drama and comedy, in particular an adaptation of the classic, **Volpone**, and a hilarious production of Michael Frayn's **Noises Off**. Musicals were well represented with a newly written operetta, **Wetmarsh College**, at the start of February, and the annual Lent Term Musical, **My Fair Lady**, for two weeks in March. The end of the season saw shows from three local drama groups. In particular Whizz Kids returned with **Our Day Out** having not performed at the ADC Theatre for a number of years.

At the start of the Summer season the theatre hosted **cambridgewordfest** for the first time. Events included talks by authors such as Michael Morpurgo and Graham Swift. Comedy was particularly well represented with a production of Kesselring's **Arsenic and Old Lace**, a number of newly written lateshows and a two week run of the annual Footlights tour show.

As already noted, record admissions of 38,089 were achieved despite the summer season being two weeks shorter than in a full year due to building work. The previous high was achieved in 2000/01 with 36,989 admitted.

Financial Performance

Income from Theatre Hire was a record £78,186, significantly higher than in any other year in the theatre's history. This increase, of course, mainly reflected the record admissions. Bar surplus remained in proportion to theatre hire and contributed significantly as usual to the overall trading activity of the theatre. Income from scenic hire also reached record levels.

Just under £30,000 was invested in the installation of a new box office system but despite this a healthy surplus of £17,017 was still achieved.

Capital Projects and Redevelopment

The only major item of expenditure was the installation of the new box office system. This has allowed the ADC Theatre to run its own box office and to cease relying on a third party. The result has been a much improved booking service for our customers and a significant strengthening in the relationship with them. Staff have been employed from 3pm till 7pm, Tuesday to Saturday to handle telephone and in-person sales. However the vast majority of advance sales have been online through the Theatre's website, another element of the new system. Data about customers' preferences is now being collected so that targeted marketing can be carried out. All this, plus the fact that the running costs of the system are significantly lower than the charges previously paid to the Arts Theatre (the third party booking agency).

Phase 1B of the redevelopment was completed by Marriott Construction in October. This involved the construction of a new toilet extension, a hugely enlarged foyer, new frontage to the building and completely refurbished office and common-room areas. The changes have been extremely well received, both by regular users of the theatre and by members of the public. Work on phase 2A commenced at the end of May with work planned around shows for the first month and a half. This work included the installation of a lift to make the theatre compliant with disabled access requirements, the construction of a new walkway providing access to the far side of the auditorium, an extension to the bar, and new sound and lighting control rooms.

Staffing

The Manager and Licensee for 2004/05 was **Michael Nabarro**. The Housekeepers were **Tristan Booth** and **Laura Greenfield**. Both settled well into the jobs. Tristan put a lot of work into developing the theatre's hire business and also worked on some of the finer details of the building project. Laura assisted with the installation of the new box office, in particular with its staffing. She also put a lot of work into developing the theatre's marketing strategies, including a major overhaul of the brochure design, and worked hard to build good relationships with members of the local press.

The Theatre also employed three casual Duty Managers (**Robert Loxley**, **Frances Allsop** and **Anna Hobbs**) 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.

The Syndicate wishes in particular to express its thanks to **Michael Nabarro** whose contribution as Manager and Licensee has been critical to the Theatre's success and its steadily growing stature. It is delighted that he is remaining as Manager and Licensee for 2005/06. **Lucy Gibson** and **Christina Elliot** have been appointed as Housekeepers for 2005/6

Michaelmas 2004 Productions at the ADC Theatre

Wk	Dates	Mainshow	Mainshow Producing Company
0	5 - 9 October	As You Like It	CU American Stage Tour
1	12 - 16 October	The Prime of Miss Jean Brodie	Christ's Amateur Dramatic Society
2	19 - 23 October	Les Liaisons Dangereuses	CU Amateur Dramatic Club
3	26 - 30 October	Oxygen	Top Quark Productions
4	2 - 6 November	Rosencrantz and Guildenstern are Dead	CU Amateur Dramatic Club
5	9 - 13 November	Merrily We Roll Along	CU Musical Theatre Society
6	16 - 20 November	A Small Family Business	CU Amateur Dramatic Club
7	23 - 27 November	Great Expectations - Pantomime	ADC/Footlights
8	29 Nov - 4 Dec	Great Expectations - Pantomime	ADC/Footlights
9	7 - 11 December	The Tinderbox and other stories	Bawds & Combined Actors of Cambridge
10	15 - 18 December	A Slice of Saturday Night	Turn Back Theatre

Lateshow	Lateshow Producing Company
Beyond A Joke	Footlights
Jazzmatazz	All That! Productions
Diagnosis	CU Amateur Dramatic Club
Landscape & Elle Est La	CU Amateur Dramatic Club
Rostov's House	Marlowe Society
A Brief History of Stupidity	Double Cross Committee
Finding the Sun	CU Amateur Dramatic Club
Matilda Liar!	CU Amateur Dramatic Club
The Lover	Revived Emmanuel Drama Society

Lent 2005 Productions at the ADC Theatre

Wk	Dates	Mainshow	Mainshow Producing Company
-1	11 - 15 January	Moby Dick	Fledgling Productions
0	18 - 22 January	Romeo and Juliet	European Theatre Group
1	25 - 29 January	Power	Christ's Amateur Dramatic Society
2	1 - 5 February	The Master and Margarita	CU Amateur Dramatic Club
3	8 - 12 February	Wetmarsh College	CU Gilbert and Sullivan Society
4	15 -19 February	Volpone	CU Amateur Dramatic Club
5	22 - 26 February	Progress	Cambridge Footlights
6	1 - 5 March	The Royal Hunt of the Sun	CU Amateur Dramatic Club
7	8 - 12 March	Noises Off	Revived Emmanuel Drama Society
8	15 - 19 March	My Fair Lady	CU Amateur Dramatic Club
9	21 - 26 March	My Fair Lady	CU Amateur Dramatic Club
10	30 Mar - 3 Apr	Our Day Out	Whizz Kids
11	5 - 9 April	The Memory of Water	Combined Actors of Cambridge
12	12 - 16 April	Never The Sinner	Bawds

Lateshow	Lateshow Producing Company
Stagefright	Nervous Energy
Spectrum	CU Contemporary Dance Workshop
Testimonies	CU Amateur Dramatic Club
Blown Away Under Certain Circumstances	CU Amateur Dramatic Club
The Fire Raisers	Pembroke Players
Wasteland	CU Amateur Dramatic Club
Lunch	Revived Emmanuel Drama Society
Medics Revue 2005	Medics Revue
Harry Porter Prize Winner	Cambridge Footlights

Easter 2005 Productions at the ADC Theatre

Wk	Dates	Mainshow	Mainshow Producing Company
-1	22 & 23 April	cambridgewordfest	cambridgewordfest
1	3 - 7 May	A Delicate Balance	CU Amateur Dramatic Club
2	10 - 14 May	La Passion d'Alexis	France and Cambridge Exchange
3	17 - 21 May	Arsenic and Old Lace	CU Amateur Dramatic Club
4	26 - 28 May	The Matchmaker	Robert Sayle Drama Group
7	14 - 18 June	Under the Blue Blue Moon	Cambridge Footlights
8	20 - 25 June	Under the Blue Blue Moon	Cambridge Footlights
10	5 - 9 July	Hayfever	Combined Actors of Cambridge
11	12 - 16 July	Joking Apart	Bawds

Lateshow	Lateshow Producing Company
The Age of Consent	Preston Society
Our Darker Purpose	Revived Emmanuel Drama Society
Dr Faustus	King's College Drama Society
Some Explicit Polaroids	Growling Monkey Productions
50 Years Before Death And The Awful Propsect of Eternity	Mark Watson
Back in Town Again: - "Waltzing Out of Town;	Jonny Grommitts Production Company



Balance Sheet End Of Financial Year 2004/2005

ASSETS:

Current

2003/04		2004/05	
			<i>See note no</i>
1,931	'Current' Account with University	4,725	
1,180	Bar Stock	1,130	
2,490	Sundries Stock	2,370	
1,780	Bulb Stock	1,700	
2,630	Sundry Debtors (inc. cash)	3,594	
0	Prepayments	1,050	
	less:		
0	Sundry Creditors	0	
<u>10,012</u>		<u>14,569</u>	

Long Term

125,800	Deposit Account with University	127,340	
<u>125,800</u>		<u>127,340</u>	
<u>135,812</u>	Total Assets:	<u>141,909</u>	

FUNDED BY:

16,000	University Loan	8,000	1
	reserves:		
84,156	Operating Reserves Fund	105,981	2
1,693	Seat Sponsorship Appeal	1,767	6
1,760	Counterweight Appeal	1,834	6
6,417	Appeal Administration Account	(2,518)	4
25,785	Theatre Redevelopment Account	26,845	5
<u>135,812</u>	Total:	<u>141,909</u>	

adc theatre

Income & Expenditure Account - Financial Year 2004/05

2003/04	Income	2004/05	<i>See note no</i>
56,764	Theatre Hire	78,186	7
55,191	Bar income	68,339	8
5,919	Scenic Hire Income	10,181	
817	Photocopier Income	3,952	
203	Surplus on sundries	749	
140	Surplus on production suspense account	136	
0	Box office commission income	3,049	11
171	Telephone Income	0	
130	Surplus on YE transfer account	0	
194	Credit from centre	0	
4,030	Gross Receivable Interest	5,817	
0	Grant from Citigroup	0	
10,971	Grant from the Chest	10,971	
0	Misc Income	17	
<hr/>		<hr/>	
134,529		181,397	
	Expenditure		
	Salaries:		
(20,369)	Manager	(22,025)	
(28,339)	House Keepers	(30,059)	
(1,163)	Duty Manager and HK Training	(2,627)	
	Capital Expenditure:		
(2,066)	Routine	(1,798)	9
(3,885)	Approved	(1,391)	9
0	Box Office	(29,866)	11
	Consumables:		
(450)	Bulbs	(813)	
(196)	Gel	(228)	
(3,457)	Electricity	(7,360)	
(1,143)	Gas	(1,896)	
(1,120)	Telephone	(1,176)	
	Bar:		8
(4,894)	Wages	(6,628)	
(1,577)	Equipment and projects	(2,702)	
(22,598)	Cost of Goods Sold	(27,103)	
	Box office:		11
0	Wages	(2,381)	
0	Other costs	(1,845)	
(1,759)	Administration	(1,509)	
(1,357)	Computing	(1,958)	
(6,601)	Publicity	(10,258)	10
(652)	Licences	(508)	
(2,048)	Cleaning and accessories	(3,104)	
(462)	Photocopier	(2,543)	
(511)	Scenic Hire Costs	(259)	
0	Archiving equipment	(88)	
	Maintenance:		
(434)	Stage Electrical and Other	(320)	
(1,505)	Workshop / Stage	(1,271)	
(910)	Other Minor Works	(1,099)	
(183)	Camp ADC costs	(969)	
(697)	University Loan interest expense	(600)	
<hr/>		<hr/>	
(108,376)		(164,381)	
<hr/>		<hr/>	
26,153	TRADING SURPLUS FOR YEAR	17,017	



Notes to the Accounts 2004/2005

2003/04 £		2004/05 £
	1. Loan Account (Memo)	
24,000.00	Balance at prev year end	16,000.00
0.00	Loan received	0.00
(8,000.00)	Loan repaid	(8,000.00)
<u>16,000.00</u>	Balance c/f at 31.7.05	<u>8,000.00</u>
	2. Operating Reserves Fund XABF	
	(nb shown on reserves summary excluding balance of University loan)	
83,237.22	Balance at prev year end	100,156.21
0.00	Transfer from Appeal Administration account	6,159.65
24,918.99	Transfer from Income/Expenditure Account	15,665.58
(8,000.00)	Internal Loan (04/05 repayment)	(8,000.00)
<u>100,156.21</u>	Balance c/f at 31.7.05	<u>113,981.44</u>
	3. Reconciliation of Year's Surplus/Deficit	
26,153.47	I & E Account Surplus for the Year	17,016.85
	Transfers from I&E Account to Reserves:	
24,918.99	Operating Reserves Fund	15,665.58
280.35	ADC Appeal Admin Account	144.19
821.66	ADC Redevelopment Account	1,060.16
58.01	Seat Sponsorship Appeal	73.46
74.46	Counterweight Appeal	73.46
<u>26,153.47</u>	Citigroup fund	<u>17,016.85</u>
	4. ADC Appeal Administration Account XABI	
6,863.99	Balance at prev year end	6,417.17
280.35	Deposit Account Interest (Transferred from I&E)	144.19
0.00	Transferred to Operating Reserves Fund	(6,159.65)
0.00	Donations received	1,663.50
0.00	Events expenditure	(4,582.92)
(727.17)	Other expenditure	0.00
<u>6,417.17</u>	Balance c/f at 31.7.05	<u>(2,517.71)</u>
	5. ADC Theatre Redevelopment Account XABK	
24,963.43	Balance at prev year end	25,785.09
821.66	Deposit Account Interest (Transferred from I&E)	1,060.16
<u>25,785.09</u>	Balance c/f at 31.7.05	<u>26,845.25</u>
	6. Other Appeals	
	Seat Sponsorship XABH	
1,635.33	Balance at prev year end	1,693.34
0.00	Donations	0.00
58.01	Deposit Account Interest (Transferred from I&E)	73.46
<u>1,693.34</u>	Balance c/f at 31.7.05	<u>1,766.80</u>
	Counterweight Appeal XABG	
1,685.62	Balance at prev year end	1,760.08
0.00	Donations	0.00
74.46	Deposit Account Interest (Transferred from I&E)	73.46
<u>1,760.08</u>	Balance c/f at 31.7.05	<u>1,833.54</u>
	7. Theatre Hire Income	
138,302.22	Total takings	187,809.85
82,017.84	Paid out to shows	111,429.07
<u>56,284.38</u>	Net theatre hire	<u>76,380.78</u>
(368.23)	Credit Card Machine Costs	(157.30)
847.50	Other hire	1,962.50
<u>56,763.65</u>	Surplus For Year	<u>78,185.98</u>

8. Bar Account

55,191.40	Total sales (net)	68,339.31
	Costs	
(1,320.00)	Opening Stock	(1,180.00)
(22,458.22)	Purchases	(27,052.73)
<u>1,180.00</u>	Closing Stock	<u>1,130.00</u>
(22,598.22)		(27,102.73)
<u>32,593.18</u>	GROSS PROFIT	<u>41,236.58</u>
	Expenses	
(4,894.09)	Casual Bar Staff	(6,627.86)
<u>(1,576.95)</u>	Equipment & Projects	<u>(2,701.79)</u>
(6,471.04)		(9,329.65)
<u>26,122.14</u>	Total Bar Surplus For Year	<u>31,906.93</u>

9. Capital Expenditure (excluding box office)

	Routine	
	Replacement Chop saw	280.48
	Floodlights for auditorium	320.51
	CCTV	606.86
	Display board	138.18
	Heavy duty guillotine	330.69
	Replacement tumble dryer	<u>121.08</u>
2,066.31		1,797.80
	Approved	
	Safety bonds	804.34
	Camp projects	<u>586.46</u>
3,884.50		1,390.80
<u>5,950.81</u>	Total Capital Expenditure For Year	<u>3,188.60</u>

10. Publicity

	Termly Leaflet	
4,847.61	Printing Costs	6,811.88
<u>1,050.00</u>	Postage Costs	<u>1,600.00</u>
5,897.61		8,411.88
	Advertising	
476.00	Local Publications	237.50
73.04	Varsity	154.04
<u>154.64</u>	Other	<u>1,454.65</u>
703.68		1,846.19
<u>6,601.29</u>	Total for year	<u>10,258.07</u>

11. Box Office account

	Capital expenditure	
	Computer hardware	3,392.93
	Computer software	2,003.13
	Blackbaud system	19,400.00
	Blackbaud expenses	379.60
	Bank charges	500.00
	Phone exchange installation	3,424.00
	BT installation and other phone costs	<u>766.24</u>
		29,865.90
	Income	
	Commission to shows	2,789.70
	Credit card commission	69.30
	Phone sales commission	<u>190.39</u>
		3,049.39
	Expenditure	
	Blackbaud support charges	810.00
	Telephone	300.75
	Ticket & comp slip printing	175.02
	Staff costs	2,380.95
	Credit card fees	<u>558.75</u>
		4,225.47