

ANNUAL REPORT OF THE UNIVERSITY THEATRE SYNDICATE, 2009-10

Following the completion of the redevelopment the Theatre continued to build momentum with audience numbers still rising to record numbers. Ever popular with performers and audience alike, the Theatre welcomed in excess of 55,000 people over an impressive 379 performances between the main Auditorium, Larkum Studio and the Bar. The rise in activity continued the good financial performance of the Theatre, maintaining a healthy annual surplus and good reserves to safeguard the future operations of the Theatre.

A new innovative box office system, Spektrix, was launched on Christmas Eve 2009, selling tickets for events in the ADC Theatre and elsewhere in Cambridge. The company was set up by Mr Michael Nabarro, Manager 2003-06, and Project Managed by Mr James Baggaley, Manager 2007-09. Since gaining the ADC as their largest venue, Spektrix has grown in reputation and is now leading the market in certain aspects of their system.

Programme Review

The Autumn Season traditionally opens with the return of the summer touring groups. Cambridge University American Stage Tour presented a traditional production of the *Two Gentlemen of Verona*, whilst the Cambridge Footlights returned from their most successful UK tour to date, entitled *Wishful Thinking*. In the coming year the Footlights will be expanding their audience to the American market, touring across the USA after their month at the Edinburgh Festival.

The Greek tragedy *Electra* provided a short and elegant start to the new season of productions, followed at 11pm by a piece of new writing from Simon Haynes, *Struts and Frets*. An imaginative staging of the 1921 play *Rossum's Universal Robots* brought in a more academic audience, keen to see the script written by the inventor of the term 'robot'. Late night shows continued to be popular throughout the term, with a hugely successful run of David Hare's *The Blue Room*, first directed by alumnus Sam Mendes.

Cambridge University Musical Theatre Society adeptly performed a new interpretation of *The Wizard of Oz*, and the Footlights wrote, composed, and staged their annual pantomime *Ali Baba and the Forty Thieves*, selling out the two week run several weeks in advance of opening night.

The New Year opened with a spectacularly designed *A Midsummer Night's Dream*, returning with a scaffold set from their tour of Europe. *The Crucible* and *The Invention of Love* both proved to be popular productions during the term, with once again sold out audiences. A truly unique operetta, Steve Reich's *Three Tales*, gained national press coverage and was supported by a series of scientific seminars around the events the production explores.

The Footlights treated us to several new writing treats during the term, beginning with the subversively satirical *Armageddapocalypse 2: The Explosioning* and finishing with the Harry Porter Prize Winner: *Hostage* by Keith Akushi. Musical Theatre triumphed too during the Lent Term, with the romantic comedy off-Broadway musical *I love you, You're Perfect, Now Change!* and later a two week run of *Annie Get Your Gun*. The Spring Season ended with a sell-out extended week of Walt Disney's *Beauty and the Beast* by local Cambridge group, the Pied Pipers.

Once again we were proud to be the central venue for the Cambridge Wordfest literary festival, also receiving record audience numbers.

During the Summer Season ill health forced the Marlowe Society to postpone their production of Jonson's *The Alchemist*, yet the Theatre kept operating with a lively week of comedy from Footlights past and present. The Amateur Dramatic Club staged *Hitchcock Blonde* – a commentary on the life of Alfred Hitchcock, and an appropriately staged *Two* was performed in the Bar.

The Fledgling players again excelled themselves with a sell-out week of *Chess*, followed by two weeks with the Cambridge Footlights before their tour of *Good for You* set off around the UK and the USA. *Charley's Aunt* and *Under Milk Wood* provided some high quality light relief from local amateur groups Bawds and the Combined Actors of Cambridge, and the season ended with previews of CUADC's productions that would soon be at the Edinburgh Festival.

Ongoing Projects

Productions in the ADC Theatre are but a part of the entire Cambridge drama scene, with up to 13 different performances on any given night. However it is only the ADC that provides an extensive support network, offering experience and advice throughout its member's time at Cambridge.

In October a new series of workshops and seminars was launched by Mr Stephen Fry. The programme, *UpStaged*, covers a wide range of theatrical aspects; drawing on the experience of our alumni and industry professionals. The workshops have been free to attend such as not to commercialise the opportunity to develop ones skills within theatre.

Elsewhere in the Theatre, the bar has proved a consistent source of income, now supported by the CAMRA accredited Milton Brewery and also supplied by the Cambridge Wine Merchants. In our bar the traditionally expensive theatre ice-cream remained only one pound, encouraging the idea that the Theatre is open and accessible to anyone wanting to be involved. The bar and box office provide employment to around 60 students, giving them essential experience in providing a service, and contributing to the overall success of the Theatre.

CAMP ADC was again a positive time for students to engage with maintenance and new initiatives in the Theatre, again led by the Theatre Management. The front of house areas had traditional halogen lamps replaced with energy efficient LED fittings, and thermal insulation was applied to several areas of the building.

Financial Performance

Income from Theatre Hire has continued a pattern of strong growth, totalling £132,314. The Box Office provides an indispensable service by ticketing various other performances around Cambridge, making a surplus over the course of the year of £9,441. This surplus was significantly reduced by the increased cost to Spektrix, however the Box Office now benefits from full PCI compliancy. The Bar, a regular haunt for those who like to spend time with fellow thespians, has continued to grow in popularity now bringing in a surplus of £52,037. The Hire and Sales business provides a gateway for us to give technical advice to productions outside of the Theatre, and also runs at a small surplus of £4,394. Publicity for the Theatre remains one of the highest outgoings, with a good mix of local advertising 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 £39,217 during the financial year, higher than expected due to third party administrative adjustments. The surplus was significantly reduced from previous years, with routine expenditure suffering from persistent cost push inflation and the continual adjustment to reduce the operational risks that the Theatre is exposed to. The Theatre must be mindful that these are structural changes that will need to be budgeted for in the future.

Staffing

The Manager and Licensee for 2009-2011 was **Phil Norris**. Marketing and Bar Manager, **Katherine Upton**, left the Theatre in May to pursue academic study. Recent graduate, **Marieke Audsley**, took up the post for three months, taking time to re-assess our marketing strategy for the coming year. **John Linford**, Technical Manager, left his post in August 2010, and **Claire Butcher**, Production Manager, left the Theatre in September 2010. Claire had worked tirelessly to maintain regular contact with every production company in the Theatre, and completed a goal of re-painting the building leaving a very smart legacy.

The Theatre also employed four casual Duty Managers (**Alex Brett, James Baggaley, Jenny Houghton** and **Matthew Bulmer**) to help the full-time staff keep working hours within reasonable limits. **Daniel Morgenstern** continued to design the season poster and theatre brochure.

Phil Norris will continue into 2010-11 as the Manager of the ADC Theatre, supported by a troupe of recent graduates who are currently regularly involved in Cambridge theatre. **Richard Bates, Ben Hosford** and **Stuart Webb** were appointed to the roles of Marketing and Bar Manager, Production Manager and Technical Manager respectively.



Income & Expenditure Account - Financial Year 2009/10

2008/09	Income		See note no
£ 123,389.50	Theatre Hire	£ 132,314.39	5
£ 116,016.61	Bar income	£ 121,936.02	6
£ 4,656.09	Scenic Hire Income	£ 6,045.90	
£ 3,778.45	Photocopier Income	£ 4,149.74	
-£ 913.49	Surplus on sundries	-£ 1,609.38	
£ 215.34	Surplus on production suspense account	-£ 2,292.32	
£ 31,564.83	Box office commission income	£ 37,513.25	9
£ 4,394.96	Gross Receivable Interest	£ 1,040.09	
£ 12,000.00	Grant from the Chest	£ -	
£ -	Misc Income	£ -	
£ 37.94	Love's Labours CD Surplus	£ -	4
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£ 295,140.23		£ 299,097.69	
	 Expenditure		
	Salaries:		
-£ 23,008.59	Manager	£ 22,291.05	
-£ 57,702.34	House Keepers	£ 58,107.43	
-£ 2,696.28	Duty Manager and HK Training	£ 3,338.54	
-£ 2,357.23	Front of House Support	£ 4,381.71	
£ -	Redundancy	-	
	Capital Expenditure:		
-£ 2,627.88	Routine	£ 1,657.84	7
-£ 8,582.17	Approved	£ 9,847.66	7
-£ 1,073.00	Box Office	£ 1,514.00	9
	Consumables:		
-£ 1,898.86	Bulbs	£ 1,177.20	
-£ 250.04	Gel	£ -	
-£ 10,510.09	Electricity	£ 11,375.80	
-£ 904.70	Gas	£ 2,512.62	
-£ 854.09	Telephone	£ 1,954.65	
	Bar:		6
-£ 10,439.37	Wages	£ 9,884.51	
-£ 6,676.17	Equipment and projects	£ 627.27	
-£ 51,356.09	Cost of Goods Sold	£ 61,199.53	
	Box office:		9
-£ 7,346.20	Wages	£ 8,545.10	
-£ 8,756.66	Other costs	£ 19,527.05	
-£ 3,076.48	Administration	£ 4,114.04	
-£ 2,925.83	Computing	£ 3,815.82	
-£ 23,392.59	Publicity	£ 22,370.47	9
-£ 1,440.82	Licences	£ 1,127.73	
-£ 2,463.07	Cleaning and accessories	£ 1,136.07	
-£ 2,760.88	Photocopier	£ 1,735.59	
-£ 168.00	Scenic Hire Costs	-£ 42.55	
£ -	Show Support Fund	£ 428.18	10
-£ 790.00	Archiving	£ 721.22	
	Maintenance:		
-£ 2,585.10	Stage Electrical and Other	£ 497.14	
-£ 659.22	Workshop / Stage	£ 1,618.51	
-£ 2,202.43	Other Minor Works	£ 1,654.87	
-£ 493.43	Maintenance Fees	£ 159.50	
-£ 1,671.15	Camp ADC living costs	£ 2,602.24	
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-£ 241,668.76		£ 259,880.79	
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£ 53,471.47	TRADING SURPLUS FOR YEAR	£ 39,216.90	

Notes to the Accounts 2008/2009

2008/09

XABF		1. Operating Reserves Fund	
	£ 267,611.70	Balance at prev year end	£ 322,233.17
	£ 51,312.37	Transfer from Income/Expenditure Account	£ 39,202.90
	-£ 1,085.86	UPS Expenditure (08-09)	
	£ 4,394.96	Account Interest	£ 1,040.09
	£ 322,233.17	Balance c/f at 31.7.09	£ 362,476.16
		2. Reconciliation of Year's Surplus/Deficit	
	£ 53,471.47	I & E Account Surplus for the Year	£ 33,389.17
	-£ 4,300.24	less	
	£ 1,085.86	Account Interest already held in XABF	-£ 1,040.09
		UPS Expenditure already held in XABF	
	£ 50,257.09		£ 32,349.08
XABN		4. Love's Labours Surplus	
	37.94	CD Sales	£ -
	0.00	Postage Costs	£ -
	0.00	Account Interest	£ -
	37.94	Love's Labours Surplus (transferred to XABF)	£ -
		5. Theatre Hire Income	
£ 385,507.80		Total takings	£ 436,070.91
£ 262,118.30		Paid out to shows	£ 308,439.25
	£ 123,389.50	Net theatre hire	£ 127,631.66
	£ -	Other hire	£ 4,682.73
	£ 123,389.50	Surplus For Year	£ 132,314.39
		6. Bar Account	
	£ 116,016.61	Total sales (net)	£ 123,748.32
		Costs	
-£ 2,031.54		Opening Stock	-£ 3,882.97
-£ 51,355.55		Purchases	-£ 60,566.12
£ 2,031.00		Closing Stock	£ 3,249.56
	(51,356.09)		-£ 61,199.53
	64,660.52	GROSS PROFIT	£ 62,548.79
		Expenses	
-£ 10,439.37		Casual Bar Staff	-9,884.51
-£ 6,676.17		Equipment & Projects	-627.27
	-£ 17,115.54		-£ 10,511.78
	£ 47,544.98	Total Bar Surplus For Year	£ 52,037.01
		7. Capital Expenditure	
		Routine	
		Ice Cream stands	-£ 48.56
		Poster Boards	-£ 51.49
		Bar Curtain Track	-£ 136.98
		Operator Stools	-£ 105.97
		LED Fittings	-£ 835.55
		Power Tools	-£ 208.67
		Misc	-£ 270.62
Total	-£ 2,627.88		-£ 1,657.84

Approved			
Coffee Machine	-£	6,150.00	
Camp Projects	-£	3,697.66	
			<u>-£ 9,847.66</u>
Total Capital Expenditure For Year	-£	11,505.50	

8. Publicity

(10,462.59)			
(7,171.78)			
			<u>(17,634.37)</u>
-£ 1,407.30			
-£ 120.00			
-£ 3,358.98			
	-£	4,886.28	
(386.36)			
(485.58)			
	-£	871.94	
	-£	<u>23,392.59</u>	
Termly Leaflet			
Printing Costs	£	11,417.62	
Postage & Distribution Costs	£	<u>8,212.83</u>	
			£ 19,630.45
Advertising			
Local Publications	£	1,909.76	
Varsity			
Other	£	<u>508.60</u>	
			£ 2,418.36
Other Printing			
Season Posters	£	237.16	
Other	£	<u>84.50</u>	
			£ 321.66
Total for year			£ 22,370.47

9. Box Office account

£ 17,727.09	31,188		
£ 300.00	377		
£ 700.00	<u>0</u>		
	£ 31,564.83		
£ 1,946.68	1,682		
£ -	1,295		
£ 1,037.00	<u>1,073</u>		
£ 4,263.19	7,346		
£ 3,544.33	5,779		
£ -	<u>0</u>		
	£ 17,175.86		
	£ 14,388.97		
Income			
Commission to shows		36,152.25	
Credit card commission		1,346.50	
Phone sales commission		<u>14.50</u>	
			£ 37,513.25
Expenditure			
Blackbaud support charges		(500.00)	
Spektrix SaaS charges		(9,920.70)	
Telephone		(1,171.80)	
Ticket & comp slip printing		(1,514.00)	
Staff costs		(8,545.10)	
Credit card fees		(6,120.55)	
Miscellaneous		<u>(300.00)</u>	
			-£ 28,072.15
Total Box Office Surplus for Year			£ 9,441.10

10. Show Support fund

£ 892.54			
£ 13.04			
£ -			
	£ 905.58		
	£ 905.58		
Balance at prev year end		£	905.58
Deposit Account Interest		£	2.16
Grants paid out		£	430.34
Balance c/f at 31.7.09		£	477.40



Balance Sheet End Of Financial Year 2009/10

2008/09		2009/10	
ASSETS:			
Current			
5,238.00	'Current' Account with University	39,203	See note no
3,882.97	Bar Stock	3,250	
2,506.26	Sundries Stock	2,901	
801.61	Bulb Stock	703	
8,086	Sundry Debtors (inc. cash)	590	
	less:		
	Sundry Creditors		
<u>20,515</u>		<u>46,647</u>	
Long Term			
303,870	Deposit Account with University	322,884	
<u>303,870</u>		<u>322,884</u>	
<u>324,385</u>	Total Assets:	<u>369,531</u>	
FUNDED BY:			
reserves:			
322,138	Operating Reserves Fund	362,476	1
1,342	Scratch Account	6,577	
905	Show Support Fund	477	
<u>324,385</u>	Total:	<u>369,531</u>	