

ANNUAL REPORT OF THE ADC THEATRE, 2011-12

Throughout 2011-12, the ADC Theatre retained its status as the centre of student drama in Cambridge and strengthened its reputation for innovative programming and artistic excellence.

In summary:

- 104 productions were presented at the ADC Theatre
- 68 productions were presented at the Corpus Playroom [see below]
- more than 750 students were involved in these productions
- over 65,000 tickets were sold for our own productions
- over 35,000 tickets were sold, through ADC Ticketing, for other events across Cambridge
- more than 10,000 people were welcomed through our doors.

The most significant change in the last year was the assumption of management responsibility for the Corpus Playroom under an agreement with Corpus Christi College. As a result, the number of opportunities for presenting drama in Cambridge was greatly increased, whilst Playroom sales increased three-fold in comparison to the previous (non-ADC managed) year.

Programme Review

During 2011-12 the process for selecting shows was improved, with more time and consideration given to each application [see below]. This resulted in a more consistent quality of programming with no diminution in the variety of productions reaching the stage. Diverse genres and different scales of production were evident within and between the two venues.

[a] ADC THEATRE:

The ADC Theatre saw several powerful dramas, among them *The Lonesome West* (Cambridge University Amateur Dramatic Club), *Waiting for Godot* (Fletcher Players), *Festen* (Shadwell Society), *Boys in the Band* (CUADC), and *Mother Courage and her Children* (CUADC).

Musicals and Pantomime continued to be popular, with *Treasure Island*, the annual CUADC/Footlights pantomime selling out before Christmas. *Jerry Springer: The Opera* (Cambridge University Musical Theatre Society), *Merrily We Roll Along*, and the student-written *Bereavement: The Musical* were slick, professional standard productions. A devised version of *Grimm Tales* (CUADC) provided something wonderful but completely different.

The Theatre continued to host regular Footlights *Smokers* as well as a broad range of other comedy, including the bizarre but hilarious *Orphanarium of Erthing Worthing* (Marlowe Society).

[b] CORPUS PLAYROOM:

The first year of ADC Theatre management of the Corpus Playroom was an artistic and commercial success. Two shows were mounted each week including a great deal of new student writing. Particular highlights were *The Acid Test* (Fletcher Players), *Dealer's Choice*, *Oleanna*, and *bash* (Fletcher Players), productions that were all particularly suited to the Playroom's unique and intimate atmosphere.

Ongoing Projects

[a] CORPUS PLAYROOM:

The most significant new project of 2011-12 was the assumption of management responsibility for the Corpus Playroom. Following a successful refurbishment during Summer 2011, the ADC Theatre's management of the venue started at the beginning of October. New procedures for programming shows as well as improved day-to-day operational regimes were introduced. Over the year, the number of tickets sold increased nearly three-fold, whilst nearly twice as many productions were staged. This represented a significant increase in the number and range of opportunities available to students and others to get involved in drama.

In practice, the Playroom provides a complementary studio space to the ADC Theatre. Its unique L-shape and intimate space lends itself to productions which would be less suited to the larger ADC Theatre stage. Despite the distinctive programming encouraged by these two venues, considerable synergetic benefits arise from their common management. Indeed, the new arrangement benefits Cambridge drama as a whole since resources and experience are shared and events are cross-sold between venues.

[b] WEBSITE

The ADC Theatre's website was re-designed; updating the style, improving facilities and allowing richer content to be added to event listings (images, video, company lists etc). Further developments which will facilitate better marketing, research and user-profiled communications are in progress. Though these improvements have involved considerable capital investment, the benefits which will accrue from them will be significant and are already being felt.

[c] PROGRAMMING:

The process for programming shows was revised, with additional Executive Committee meetings scheduled exclusively for programming. Greater staff involvement in the selection process has been encouraged with immediate noticeable benefit. Overall these changes made have led to a fairer process for applicants, greater involvement of students in decision-making, more consistent outcomes and a higher quality of production.

Financial Performance

Attention is drawn to the following matters of financial significance:

- **Income from ADC Theatre Hire has decreased by 8% from 2010-11 to £155,000.** This was in part due to comparatively weaker sales during Lent Term; the Executive Committee had decided on a season of shows that while artistically interesting, had less popular appeal than the Spring 2011 Season. Such matters are under constant review.
- Despite a smaller number of tickets being sold at the ADC Theatre **the Bar has maintained its surplus, at £66,000.** Due to a dramatic increase in external ticketing, the Box Office surplus was £10,000 higher than budgeted, more than covering the additional [new] cost of hiring a permanent Box Office Administrator. As well as an income stream, **ADC Ticketing** is a valuable resource for other events in Cambridge; providing an efficient, reliable and cost-effective online sales service. These developments are to be encouraged.
- Taking on the management of the Corpus Playroom was expected to incur a loss for the first few years, but **unprecedented ticket sales mean that the Playroom returned a surplus of £8,000.**
- **Salaries remain the highest recurrent cost, and the introduction of the ICC charge has increased the staff-related costs significantly.** As the Theatre pays gas and electricity utilities directly, this is reflected in a credit against the ICC charge.
- The Executive Committee adopted a **comprehensive equipment replacement schedule during the year**, and approved the purchase of radio microphones, theatre lighting, and replacement IT equipment. A proactive approach to equipment replacement means that the facilities available will remain state-of-the-art, and the Theatre will continue to provide a learning environment of professional standard.
- **Both computing and maintenance expenditure were higher than budgeted** due to replacing the Theatre's website and an ambitious maintenance week where worn parts of auditorium seating were replaced [see above].
- **Overall the Theatre produced a surplus of £13,000** during the financial year, less than the budget forecast and due mainly to a reduction in Theatre Hire, higher computing, maintenance and equipment expenditure, and the impact of the ICC. The allocation from the University Chest remains suspended while these favourable financial conditions continue.
- The **ADC Theatre reserves remain at ~£400k, £200k** of which is invested in the CUEF. The Executive Committee is currently reviewing the status and purposes of these reserves alongside a revised Risk Assessment Register and a Schedule of On-going Theatre Improvement.

Staffing

The permanent staff increased from four to five, with the addition of a Box Office Administrator in October:

Roster:

Ben Hosford	<i>Theatre Manager</i>
Richard Bates	<i>Marketing and Front of House Manager</i>
Stuart Webb	<i>Technical Manager</i>
Sam Clear	<i>Production Manager</i>
Ingrid Jendrzewski	<i>Box Office Administrator</i>

The Theatre also employed six casual Duty Managers to reduce the pressure on the full-time staff.

The Theatre significantly changed its recruitment processes for casual staff, opening up roles to a greater range of applicants, and moving in line with University policy and procedures. The casual roles have continued to provide valuable experience in theatrical work for the ~50 staff on the payroll.

2011-12 has witnessed a continuation of the friendly and supportive atmosphere characteristic of the Theatre. This is due in large measure to the constructive goodwill, enthusiasm and dedication of all of the staff.

ADC THEATRE INCOME / EXPENDITURE 2011-12

	Actual	Budget	Actual
INCOME	2010-11	2011-12	2011-12
ADC Theatre Hire	168,461	160,000	154,651
Corpus Playroom		-5,000	8,158
Bar Surplus	66,561	58,500	66,368
Box Office	15,033	-1,500	10,502
Scenic Hire Surplus	4,337	4,000	3,865
Printing Surplus	3,126	3,500	787
Sundries surplus	-1,634	0	1,136
Gross Receivable Interest	1,198	1,500	5,892
	257,082	221,000	251,359
EXPENDITURE			
Salaries	106,706	101,000	109,561
ICC			36,656
ICC Credit			-20,697
Capital Expenditure	13,770	22,070	27,091
Utilities	23,192	17,900	17,025
Administration	10,128	7,500	7,936
Computing	3,197	3,500	14,134
Marketing	24,266	23,000	22,128
Estate	5,225	3,400	4,854
Archiving	396	800	14
Maintenance	22,209	12,850	19,416
	209,088	192,020	238,118
	47,993	28,980	13,241

BALANCE SHEET AT 31-JUL-12

ASSETS

Current

£	106,769	Current' Account with University	£	48,344
£	5,282	Stock - Bar	£	6,727
£	4,256	Stock - Sundries	£	5,023
£	-	Stock - Printing	£	499
£	10,853	Debtors	£	12,142
£	-	Discount Expected	£	246
£	85	Prepayments	£	2,499
£	-	Accrued Income	£	3,642
£	350	Till Float	£	350
£	-	Petty Cash	-£	95

Long Term

£	341,029	Deposit Account	£	144,070
£	-	CUEF	£	208,876

£	468,625	TOTAL ASSETS	£	432,323
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LIABILITIES

£	-	Holiday Pay Liability	-£	651
£	-	Customer Account Balances	-£	16,154
£	-	Creditors	-£	1,944
-£	1,219	Accrued Expenditure	-£	7,913
-£	50,902	Accrual: Income for shows after 31-Jul-12	-£	13,435

-£	52,121	TOTAL LIABILITIES	-£	40,098
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£	416,504	NET ASSETS	£	392,225
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FUNDED BY

£	394,777	Operating Reserve	£	417,460
		Playroom Refurbishment	-£	41,829
£	479	Show Support Fund	£	481
£	18,793	Restricted Reserve	£	19,838
£	2,455	Ticket Sales Accounts	-£	3,724
£	416,504		£	392,225

NOTES TO THE ACCOUNTS 2011-12

INCOME

Theatre Hire

Theatre Hire Income	154,651.40
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Corpus Playroom

Income		21,246.18
Theatre Hire	20,712.68	
Vending Machine	533.50	
Expenditure		-13,088.51
Duty Managers	-5,305.64	
Vending Machine Purchases	-471.57	
Cleaning & Hygiene	-1,429.25	
Maintenance	-251.68	
Telephone	-73.09	
Advertising	-2,107.15	
Administration	-341.44	
Fee Payable to Corpus Christi College	-3,108.69	

PLAYROOM SURPLUS	8,157.67
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Bar

Sales		149,551.41
Sales - Bar	147,746.50	
Sales - Vending Machine	1,804.91	
Costs		-67,448.56
Alcoholic Drinks	-51,402.98	
Non Alcoholic Drinks	-6,632.10	
Confectionery	-8,453.50	
Vending Machine Cans	-959.98	
GROSS PROFIT		82,102.85
Expenses		-15,734.54
Wages	-11,099.15	
Equipment and Accessories	-4,635.39	

BAR SURPLUS	66,368.31
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Box Office

Income		65,049.65
Internal Events Ticket Sales Commission	40,008.13	
ADC Ticketing Ticket Sales Commission	22,948.59	
ADC Ticketing Charges	755.53	
Card Sales Commission	50.27	
Phone Sales Commission	1,175.50	
Box Office Error Correction	111.63	
Costs		-31,115.78
Credit Card Charges	-11,549.90	

Spektrix & Software Costs	-19,565.88	
GROSS PROFIT		33,933.87
Expenses		-24,052.83
Box Office Administrator	-8,844.16	
Box Office Assistants	-11,833.73	
Chip & Pin Contract	-277.79	
Digital Telephone Line	-817.03	
Tickets & Stationery	-1,953.25	
Misc Expenses & Error Correction	-326.87	
BOX OFFICE SURPLUS		9,881.04

EXPENDITURE

Salaries

Manager	-26,155.64	
Management Team	-73,365.79	
Front of House Support Staff	-6,821.93	
Casual Duty Managers	-3,196.44	
Casual Theatre Crew	-21.00	
SALARIES TOTAL		-109,560.80

Marketing & Publicity

Season Brochures	-18,049.45	
External Design and Artwork	-1,614.58	
Publicity Distribution	-1,725.16	
Advertising	-739.19	
MARKETING TOTAL		-22,128.38

Maintenance

Electrical Sundries and Components	-1,085.28	
Workshop & Stage Maintenance	-2,812.29	
Professional Services	-305.99	
Lighting Gel	-1,078.44	
Theatrical Lamps	-640.07	
Miscellaneous	-1,309.18	
CAMP		
Food	-963.85	
Accommodation	-1,835.94	
Projects	-9,384.49	
MAINTENANCE TOTAL		-19,415.53

BALANCE SHEET

Reserves

Interest Received		
CUEF Dividend	5,169.08	

Deposit Account Interest	722.99	
TOTAL INTEREST RECEIVED		5,892.07
Operating Reserves		
Balance at 31-Jul-11	394776.9	
Adjustment	0.01	
CUEF Revaluation	8,901.26	
Transfer from P&L	13241.45	
Transfer from Production Suspense Account	539.97	
Balance at 31-Jul-12		417459.59
Restricted Reserves		
Balance at 31-Jul-11	18793.33	
Donations (Cambridge Foundation)	1,000.00	
Deposit Account Interest	44.96	
Balance at 31-Jul-12		19838.29
Show Support Fund		
Balance at 31-Jul-11	479.32	
Deposit Account Interest	1.21	
Balance at 31-Jul-12		480.53
Corpus Playroom Refurbishment		
Corpus Christi Contribution Summer 2011	30,000.00	
Corpus Christi Contribution Autumn 2012	8,000.00	
Refurbishment Costs	-79,210.65	
Theatrical Costs	-618.38	
REFURBISHMENT TOTAL		-41,829.03