

ANNUAL REPORT OF THE ADC THEATRE, 2012-13

Summary

Throughout 2012-13, the ADC Theatre has continued to provide a wide variety of opportunities for students to experience and learn about all aspects of theatre, whilst continuing to present productions of the highest professional standard.

In summary:

- 93 productions were presented at the ADC Theatre
- 68 productions were presented at the Corpus Playroom
- more than 700 students were involved in these productions
- over 60,000 tickets were sold for our own productions
- ADC Ticketing provided a Box Office system for more than 230 events and over 31,000 tickets were sold through ADC Ticketing for other events across Cambridge

Programme Review

During 2012-13 the process for selecting shows continued to evolve, with the clear aim of promoting opportunity and encouraging a larger number of student applications, whilst maintaining a high artistic standard; on average, between 80 and 100 applications were received for each programming round. Planning and show selection was undertaken simultaneously for both the ADC Theatre and The Corpus Playroom by a single selection panel. In this way it was possible to create a balanced season of shows across the two venues. Both venues presented a notably diverse range of productions, including drama, comedy, musicals, pantomime and dance.

Particular highlights of this year's programming at the ADC Theatre were an extremely powerful *A Streetcar Named Desire* (Cambridge University Amateur Dramatic Club) and the intricate yet lyrical *When the Rain Stops Falling* (Clare Actors).

Comedy continues to play an important role in the seasons with regular Footlights *Smokers* and the traditional ADC/Footlights Pantomime, which in 2012-13 was *The Snow Queen*. Woody Allen's *Riverside Drive* (Dryden Society) was a hilarious comic play at the Playroom and a highlight of that venue's productions.

Musicals remained popular with audiences and performers alike, with productions of *Cabaret* (Cambridge University Musical Theatre Society), Elton John and Tim Rice's *Aida* (Cambridge University Amateur Dramatic Club) and the deeply moving *The Last Five Years* with a cast of two at the Playroom.

In what was generally and genuinely a memorable year three features are particularly worth noting:

[a] ANTON: IVANOV & THREE SISTERS

The largest production-related project of the year was *Anton*, a two week repertory run of Chekhov's *Ivanov* and *Three Sisters* (Cambridge University Amateur Dramatic Club). This project allowed the audience to be much closer to the action, sitting on temporary raked seating on the stage itself, with the auditorium empty.

This project required substantial support from the Management Team, who worked extremely hard to ensure that the new layout met health and safety regulations and to support the technical and design teams as they worked around the challenges of the new space.

In line with the theatre's mission to support student ambition, the Executive Committee took a calculated financial risk with this project which reduced the audience capacity. However, the shows were well attended and extremely well reviewed; *Anton* sold comparatively well when judged against the same weeks in previous years. All concerned considered the decision to mount this highly experimental production wholly vindicated.

[b] STUDENT WRITING

Student writing continues to be extremely important part of our seasons both at the ADC Theatre and the Playroom.

A student director adapted for stage the Academy-Award nominated film *Sophie Scholl*, telling the inspiring story of the German student revolutionary. In addition, there were a number of successful student-written comic plays, many of which went on to be performed at the 2013 Edinburgh Festival Fringe.

[c] LOCAL AMATEUR GROUPS

The ADC Theatre and Corpus Playroom continue to provide a venue out of Term for local amateur groups and for the Cambridge Wordfest. These productions, which are well attended by members of the local community, allow the ADC to expand its audience base and fulfil its wider aims of providing an opportunity for amateurs to produce high quality work in a professional theatre environment.

Particular highlights were a powerful production of Jason Robert Brown's musical *Parade* and a sell-out run of *Calendar Girls* at the ADC Theatre.

Ongoing projects

[a] ADC TICKETING

The ADC continued to support student drama throughout Cambridge by providing a safe, reliable and affordable Box Office service for college venues and student drama groups through ADC Ticketing. This included, for the first time, ticketing for the Cambridge University Musical Society for their performances at the West Road Concert Hall and other venues around the city.

In addition to student productions, ADC Ticketing provided a Box Office service for a huge number of non-student productions, concerts and events over the course of the year including the Winter and Spring Wordfest.

The continuing evolution of this service is a priority for the Theatre since it provides an important income stream and, at the same time, provides us with the opportunity better to support the wider arts community within the University and the city.

[b] STAFF RESTRUCTURING

The responsibilities of the full time Management Team were significantly restructured during the year. Taking advantage of the simultaneous departure of several key post-holders, it was decided to bring the administrative operation of the ADC into line with that of other arts organisations and better reflect the realities of theatre management in the 21st century. The restructuring aimed [a] to distribute responsibilities and tasks more rationally [b] to give added flexibility to certain roles and [c] to enable roles to function better as training positions for the role-holders.

From September 2013, the Marketing and Front of House Manager position has been replaced with an Operations Manager, whose main responsibilities are human resource, day-to-day finance and building management. The Theatre Manager is still the principle staff member responsible for general oversight of the Theatre, its finances and long-term development and strategic planning. The role has been adapted to include marketing and programming, giving the role holder the ability to shape the Theatre's brand and vision.

In June a part-time Office Administrator was added to the permanent staff to assist the Management Team with the day to day running of the Theatre, primarily assisting the Operations Manager with Finance and HR.

[c] ARCHIVES

After a period during which the necessary finances were raised and the project broadly scoped, a part-time Archivist began working on the ADC Archives Project at the University Library in April. She has begun by cataloguing the unsorted material of the ADC Theatre from the 1970s and putting together a longer term records management schedule for the Management Team.

Funding for this project was made up from a contribution from the ADC Theatre's Reserves, a grant from the Societies Syndicate, a contribution from the CUADC and a generous contribution from Hugh Mellor. Though the individuals and groups involved have been identified and thanked before, we take this opportunity once again to record our gratitude for their support of this important project.

Financial Performance

Attention is drawn to the following matters of financial significance:

- **Income from ADC Theatre Hire has decreased by 12% from 2011-12 to £136,000.** This was mainly due to a decline in income in the Michaelmas Term; the result of a smaller number of mainshows as well as what (in retrospect) turned out to be a more experimental season. The Management Team and the Executive Committee kept finances under strict review throughout the year and continued to monitor and learn lessons from the Michaelmas experience. Such lessons, together with the opportunities offered by the staff restructuring encourage us to believe that this downwards trend can be reversed. For example, the Theatre Manager now has more time for programming and marketing.
- In its second year under ADC management, **the Playroom returned a surplus of £8000**, the same figure as in 2011-12.
- **Commission from ADC Ticketing increased by 37% to £31,000**, due to a larger number of ADC Ticketing events including some larger clients such as the Cambridge University Musical Society. The ADC Ticketing business continued to expand and build relationships with new clients.
- The Executive Committee **continued to approve spending from the equipment replacement schedule** during the year despite the forecast deficit in order to ensure that the theatre continues to be a safe learning space as well as an appropriately equipped venue.
- **Overall the Theatre produced an operational deficit of £6,000.** Measures have been put into place (on both the income and expenditure sides) to reduce this deficit for next year and the Executive Committee as well as the Theatre staff are constantly monitoring this. The allocation from the University Chest currently remains suspended.
- **Despite an operational deficit, the Theatre's net assets have increased to £410,000.** This is due in part to a successful investment in the Cambridge University Endowment Fund. Currently £225k is invested in the CUEF. Having reviewed our reserve policy it is clear that work remains to be done on essential developments not completed in the redevelopment, which is expected to begin in the next five years.

Staffing

As detailed above, the permanent staff increased from five to six, with the addition of an Office Administrator in April. The permanent staff at the ADC Theatre were:

Ben Hosford	<i>Theatre Manager</i>
Florence Carr	<i>Marketing and Front of House Manager</i>
Giles Fleming	<i>Technical Manager</i>

Sam Clear	<i>Production Manager</i>
Nancy Janzig	<i>Box Office Administrator</i>
Rhys Fraser	<i>Office Administrator</i>

The Theatre also employed a number of casual Duty Managers to reduce the pressure on the full-time staff. In addition to these the theatre continued to employ ~50 casual staff, providing experience in theatrical work for many students and young people from the Cambridge area.

Conclusion

Despite the somewhat adverse economic climate and the disappointment of a deficit in 2012-13, both the Management of the Theatre and the Executive Committee remain optimistic that the Theatre will return to profit in the near future. With a restructured staff comes the opportunity better to monitor, analyse and understand the Theatre and its audiences. On the basis of such understanding comes better planning and the development of more imaginative and cost-effective solutions to the Theatre's needs.

However, whilst we must always be aware of the "bottom line" and willing, where appropriate, to mount popular (and profitable) drama, we are conscious that a student theatre must also be a place of adventure and learning. The freedom to experiment and to take calculated risks is part of the Theatre's heritage and a hallmark of its long-term success. It remains our intention to strike a proper balance between ambition and sound management and to produce, on a consistent basis, drama of which the whole University can be proud.

ADC THEATRE INCOME / EXPENDITURE 2012-13

	Actual	Budget	Actual
INCOME	2011-12	2012-13	2012-13
ADC Theatre Hire	154,651	160,000	136,334
Corpus Playroom	8,158	9,550	8,190
Bar Surplus	66,368	64,000	58,657
Box Office	10,502	3,244	5,869
Scenic Hire Surplus	3,865	1,000	2,407
Printing Surplus	787	0	1,871
Sundries surplus	1,136	1,500	3,381
Gross Receivable Interest	5,892	8,000	9,353
	251,359	247,294	226,063
EXPENDITURE			
Salaries	109,561	121,203	122,489
ICC	36,656	41,051	40,729
ICC Credit	-20,697	-16,065	-16,282
Capital Expenditure	27,091	22,900	20,262
Utilities	17,025	18,060	17,418
Administration	7,936	9,650	6,388
Computing	14,134	2,906	3,508
Marketing	22,128	26,106	21,190
Estate	4,854	4,250	3,141
Archiving	14	100	
Maintenance	19,416	12,000	13,440
	238,118	242,161	232,284
	13,241	5,133	-6,221

BALANCE SHEET AT 31-JUL-13

31-Jul-12

31-Jul-13

ASSETS

Current

£	48,344	Current' Account with University	£	48,885
£	6,727	Stock - Bar	£	6,768
£	4,404	Stock - Sundries	£	4,593
£	499	Stock - Printing	£	304
£	619	Stock - Maintenance	£	1,298
£	12,142	Debtors	£	2,797
£	246	Discount Expected	£	-
£	2,499	Prepayments	£	1,244
£	3,642	Accrued Income	£	817
£	350	Till Float	£	410
-£	95	Petty Cash	£	-

Long Term

£	144,070	Deposit Account	£	144,070
£	208,876	CUEF	£	237,251

£	432,323	TOTAL ASSETS	£	448,438
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LIABILITIES

-£	651	Holiday Pay Liability	-£	247
-£	16,154	Customer Account Balances	-£	13,263
-£	1,944	Creditors	-£	9,669
-£	7,913	Accrued Expenditure	-£	11,427
-£	13,435	Accrual: Income for shows after 31-Jul-13	-£	4,362

-£	40,098	TOTAL LIABILITIES	-£	38,968
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£	392,225	NET ASSETS	£	409,469
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FUNDED BY

£	417,460	Operating Reserve	£	388,115
-£	41,829	Playroom Refurbishment	£	-
£	481	Show Support Fund	£	479
£	19,838	Restricted Reserve	£	20,876
-£	3,724	Ticket Sales Accounts	£	-

£	392,225		£	409,470
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NOTES TO THE ACCOUNTS 2012-13

INCOME

2011-12

2012-13

Theatre Hire

154,651	Theatre Hire Income	136334
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Corpus Playroom

21,246	Income	
	Theatre Hire	20063
	Vending Machine	338
-13,089	Expenditure	
	Duty Managers	-5562
	Vending Machine Purchases	-204
	Cleaning & Hygiene	-2741
	Maintenance	-2
	Telephone	-247
	Advertising	0
	Administration	-24
	Fee Payable to Corpus Christi College	-3430

8,158	PLAYROOM SURPLUS	8190
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Bar

149,551	Sales	
	Sales	130101
	Sales - Bar	128331
	Sales - Vending Machine	1771
-67,449	Costs	-54668
	Alcoholic Drinks	-41745
	Non Alcoholic Drinks	-5066
	Confectionery	-6846
	Vending Machine Cans	-1011

82,103	GROSS PROFIT	75433
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-15,735	Expenses	-16776
	Wages	-11912
	Equipment and Accessories	-1844
	Catering and Bar Equipment and Accessories	-3020

66,368	BAR SURPLUS	58657
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Box Office

65,050	Income	69116
	Internal Events Ticket Sales Commission	35718
	ADC Ticketing Ticket Sales Commission	31470

	756	ADC Ticketing Charges	921	
		Miscellaneous Income (Eg Clamping Fines)	209	
	50	Card Sales Commission	0	
	1,176	Phone Sales Commission	780	
	112	Box Office Error Correction	19	
-31,394		Costs		-34614
	-11,828	Credit Card Charges	-14726	
	-19,566	Spektrix & Software Costs	-19888	
33,656		GROSS PROFIT		34502
-23,775		Expenses		-26859
	-8,844	Box Office Administrator	-9089	
	-11,834	Box Office Assistants	-14142	
	-817	Digital Telephone Line	-789	
	-1,953	Tickets & Stationery	-2236	
	-327	Misc Expenses & Error Correction	-603	
9,881		BOX OFFICE SURPLUS		7644
		Other/General Catering		
		Scenic Hire		
	21	Workshop Hire	21	
	3,416	Scenic Hire	1871	
	428	Handling Income	515	
3,865		SCENIC HIRE SURPLUS		2407
		Printing		
7,014		Income		7000
	6,062	Printing - Photocopier	5479	
		Sales:Consumables	25	
	952	Printing - Large Format	1496	
-3,326		Costs		-3444
	-1,966	Photocopier Paper	-2218	
	-1,197	Large Format Ink Cartridges	-916	
	-163	Large Format Paper	-311	
-2,901		Expenses		-1686
	-2,901	Printers Lease	-1686	
787		PRINTING SURPLUS		1871
		Post		
	3,034	Postal Commission Income	2032	
	-2,281	Franking Machine Postage	-3155	
	-132	Franking Machine Lease	-651	
621		POST TOTAL		-1774
		Sundries		
7,439		Income		
	7,318	Sales - Sundries	6709	

	121	Sales - Gel	10
-6,303		Costs	
	-6,206	Sundries Cost of Sales	-3337
	-97	Gel Cost of Sales	0
1,136		SUNDRIES SURPLUS	3381

EXPENDITURE

Salaries

	-26,156	Manager	-28404
	-73,366	Management Team	-75756
		Office Administrator	-6649
	-6,822	Front of House Support Staff	-6761
	-3,196	Casual Duty Managers	-4890
	-21	Casual Theatre Crew	-30
-109,561		SALARIES TOTAL	-122489

ICC Charge

	-27,385	XABD ICC	-30553
	-2,775	XABB ICC	-2978
	-5,169	XABM ICC	-5808
	-1,326	XABV ICC	-1390
	20,697	ICC Recovery Agreement Credit	16282
-15,958		ICC TOTAL	-24447

Capital Expenditure

IT: Administration Computers	1165
IT: New Hard Drives	220
IT: Office Administrator Computer	594
IT: Office Administrator Phone	109
Estate: Fume Cupboard	611
Estate: Washing Machine	205
Estate: Tumble Drier	181
Bar: Fridge	441
Stage: Drum Kit	1190
Admin: Video Relay Monitor	156
Office Re-Arrangement: Door	986
Office Re-Arrangement: Desks	240
Unbudgeted	
Replacement Playroom Speakers	306
Soca Extensions and Fan-outs	651
Office Chairs	605
Stage Relay Camera	480
Unpurchased - Budget Accrued	
Ladders	470
Cloths: Legs	600

	Frontwash (second layer)	5500
	Bar Till	4000
	Bins	504
	Sale of Equipment & Charges	-217
2,265	Routine Expenditure	1266
-27,091	CAPITAL EXPENDITURE TOTAL	-20262

	Utilities	
-12,764	Electricity	-12081
-3,194	Gas	-4201
-845	Telephones	-1039
	Sales:Other Services (Telephones) Subtotal for Co	
-222	Fax	-97
-17,025	UTILITIES TOTAL	-17418

	Administration	
	Productions	
1,024	Cost Recovery - Music Licences	996
-1,370	Music Licences	-1436
3,392	Cost Recovery - Insurance	3583
-5,692	Insurance	-3576
	Insurance Services	
	Theatre	
-1,015	Theatre Licences	-807
-1,185	Hospitality Expenses	-1037
-926	Training Courses	-2717
-956	Admin Printing	-356
-678	Stationery	-399
	Pre-Printed Stationery	-55
-30	Rail Travel	-351
-501	Miscellaneous	-242
20	Sales:Consumables	9
-7,936	ADMINISTRATION TOTAL	-6388

	Computing	
-194	Administrative Printing Overhead	-75
-11,457	Website	-1149
-127	Server Software	-7
-1,200	Network Connection Charges	-1116
-1,156	Administration Software	-1160
-14,134	COMPUTING TOTAL	-3508

	Marketing & Publicity	
	Consultancy	-300
-18,049	Season Brochures	-15503
-1,615	External Design and Artwork	-2133
-1,725	Publicity Distribution	-1445

	Distribution Rebate	0
-739	Advertising	-1809
-22,128	MARKETING TOTAL	-21190

Estate

-945	FOH Areas	-186
-2,215	Cleaning & Hygiene	-2386
-78	First Aid	-100
-208	Health and Safety	-306
-33	Security Equipment	
-753	Other/General Estates & Buildings	-37
1,592	Income - Skip Hire	2260
-2,215	Expenditure - Skip Hire	-2386
-4,854	ESTATE TOTAL	-3141

Archiving

-14	Archiving	0
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Maintenance

-1,085	Electrical Sundries and Components	-576
-2,812	Workshop & Stage Maintenance	-1686
	Sales - Machinery / Equipment Subtotal for Co	361
-306	Professional Services	-1227
-1,078	Lighting Gel	-365
-640	Theatrical Lamps	-967
-1,309	Miscellaneous	-2637
	Other/General Estates & Buildings	
	CAMP	
-964	Food	-1075
-1,836	Accommodation	-2008
	Sales:Consumables	46
-9,384	Projects	-3305
-19,416	MAINTENANCE TOTAL	-13440

BALANCE SHEET

Reserves

Interest Received

5,169	CUEF Dividend	9013
723	Deposit Account Interest	341
5,892	TOTAL INTEREST RECEIVED	9353

Operating Reserves

394,777	Balance at 31-Jul-11	417460
8,901	CUEF Revaluation	28375
13,241	Transfer to P&L	-6221
	Transfer to Playroom Refurbishment	-42007
	Transfer to Show Support Fund	-1000
	Customer Credit Write-Off	2249

	Archives	-11250	
	Transfer from XACA	510	
540	Transfer from Production Suspense Account	0	
417,460	Balance at 31-Jul-13		388115

Archive Project

	Contributions from 3rd Parties	18750	
	Contribution from Reserves	11250	
	Transfer to University Library	-30000	
	Total at 31-Jul-13		0

Restricted Reserves

18,793	Balance at 31-Jul-12	19838	
1,000	Donations (Cambridge Foundation)	1000	
45	Deposit Account Interest	37	
19,838	Balance at 31-Jul-13		20876

Production Suspense Account

-12,331	Expenditure	-14068	
12,871	Income	14068	
	Sales:Consumables		
	Services Rendered:Print Room		
-540	Transfer to Operating Reserve		
0	Balance at 31-Jul-13		0

Show Support Fund

479	Balance at 31-Jul-11	481	
1	Interest Transfer to XABF	-2	
	Grants Out	-1000	
	Grants Transfer from XABF	1000	
481	Balance at 31-Jul-13		479

Merchandise (Sold on behalf of Production Companies)

6,544	Monies Received for Programmes	7359	
-6,544	Monies Payed Out for Programmes	-7359	
	Miscellaneous		
0	Balance at 31-Jul-13		0

Corpus Playroom Refurbishment

	Balance at 31-Jul-12	-41829	
	Cleared into XABF	41829	
	ACCOUNT CLOSED		0

TICKET SALES ACCOUNTS

Ticket Sales Account

0	Balance at 31-Jul-12	13416	
13,435	Debtors and Creditors Cleared to Balance Sheet	-13416	
13,435	Balance at 31-Jul-13		0

XACA - Old Ticket Sales Account

2,455	Balance at 31-Jul-12	-3724
363,280	Third Party Ticket Sales Income	187953
-369,459	Third Party Ticket Sales Payments	-184229
-3,724	Balance at 31-Jul-13	0

Customer Account Balances

0	Balance at 31-Jul-12	16154
16,154	Credit Moved to Balance Sheet	-16154
16,154	Balance at 31-Jul-13	0