



# adc theatre annual report



2013-14



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# summary

Throughout the year, the ADC Theatre has continued to provide a unique opportunity for students and amateurs to get involved in and learn about theatre, through the creation of memorable, high quality productions designed to appeal to a diverse audience.

In fulfilment of its obligations and ambitions, the Theatre has played a vital role in enriching the student experience, and this year more students than ever before were involved in productions. Links with the community were strengthened with more opportunities available for audience members to engage with productions and go behind the scenes. ADC Ticketing and the technical equipment hire business provided invaluable support for productions taking place in and around the city.

Through the deployment of smart management systems, the restructured staff team delivered a greater selection of shows of consistently high standard, better marketing, bigger audiences and more sold-out productions than in the previous two years. As a result, whether judged artistically or financially, 2013-14 was a hugely successful year.



## 2013-14 in numbers

**170**

productions

more than

**950**

students involved

**63,500**

tickets sold for productions  
at the ADC Theatre  
and Corpus Playroom

**12,600**

different audience  
members welcomed  
through our doors

# productions

At both the ADC Theatre and Corpus Playroom, there was a widely varied programme of drama, comedy, musical theatre, pantomime, new writing and, for the first time in a number of years, opera.

**170**  
productions in total

**634**  
performances

**65%**  
average capacity

**76%**  
average capacity for  
ADC Mainshows

**36**  
productions sold  
above 90% capacity

**63,307**  
seats were sold across  
the two venues

## Student new writing

The ADC Theatre continued to demonstrate its commitment to new writing with a large number of new plays, musicals and comedy written by students featuring at both venues. In total, there were 48 productions of new student drama or musical theatre.

There were 5 new plays performed through Papercuts, a new-writing programme which gives writers the opportunity to see their work given a voice in a rehearsed reading and receive feedback from the audience. One went on to be performed as an ADC Lateshow. For the first time in three years, a student-written ADC Mainshow was produced: **The Other Line**. The writers presented the first act of their play as a preview during the Autumn Season and went on to apply for a Mainshow slot with the full play in the next season. The play was a huge success, with extremely positive reviews from student press.



## Sell-out shows

A large number of ADC Mainshows attracted near capacity audiences. As usual, Footlights productions, such as the Footlights International Tour Show: **Real Feelings** and the Footlights Spring Revue 2014: **The History of Everything**, were very popular. The CUADC/Footlights Pantomime 2013: **The Princess and the Pea** was seen by over 3000 people.

The Lent Term Musical, Sondheim's **Into the Woods**, also proved extremely popular, attracting an audience of nearly 2500. Classic musicals **Guys and Dolls** and **Anything Goes**, both performed by non-student groups, were amongst the best attended productions. The most popular dramas were Alan Bennett's **The History Boys** and Jessica Swale's **Blue Stockings**, while **The Magic Flute**, presented by Cambridge University Opera Society, sold out every performance and attracted queues for day seats every day at the Box Office.

It was hugely gratifying to see these productions attracting such a large numbers of visitors, including many first time attenders.



## Technical ambition

Technical ambition was as high as ever during 2013-14, with the production team of Sondheim's **Into the Woods** building a large revolve in the centre of the stage, raising the stage to meet it. The backdrop of a fantastic production of Shakespeare's **The Tempest** was a beautifully realistic wrecked ship, complete with mast.

Through set, lighting, sound, props, costumes and the hard work of a large number of volunteers, the audience were transported to the palace of Odysseus on Ithaca, a Wiltshire forest, central London during the 2011 riots, 18th Century Athens during the Grand Tour, various dystopian futures and many more.

To match and to encourage this ambition, the Theatre continued its programme of investment in new equipment and stage enhancement.

## Corpus Playroom

The Playroom had its most successful year under ADC Management; a particular achievement being the rise in average sales per show from 55% to 63%.

<b>73</b>	<b>280</b>	<b>63%</b>	<b>13,246</b>
productions	performances	average capacity	tickets sold

The Playroom was also used more outside of Term time than in previous years, with 12 non-student productions in 2013-14. All of this both confirmed and enhanced the Playroom's position within the Cambridge arts scene as a fantastic small space for comedy, edgy drama and new writing.

## New relationships with local groups

In order to provide the audience with a continuous programme of shows for as much of the year as possible and to increase income from Theatre Hire, new links were forged with a number of local theatre groups who put on productions at the ADC Theatre and Corpus Playroom.

The year began with the Cambridge Stagehands, a group of young people who had just finished at Hills Road Sixth Form College, performing **The Producers**. Breakanegg Theatre Company performed **The Alternative Christmas Party** and **Operation: Summer Holiday** at the Corpus Playroom, selling out a number of their performances.

KD Theatre, a semi-professional theatre group based in Ely, produced **Anything Goes** in July. It was the last ADC Theatre show of the year and proved to be one of the most popular.

# student involvement

## Get involved campaign

2013-14 began with another strong campaign to attract new students into the Theatre. There were posters and flyers in every college displaying information about how to get involved and a lot of online and social media content.

Working closely with the CUADC, who were also active at the Freshers Fair, the ADC Theatre hosted 'Freshers Friday' during Week 1, where Freshers were invited to the Theatre for backstage tours, free drinks and a chance to meet and chat to students already involved.

The Cambridge University Musical Theatre Society, the Footlights and the Cambridge University European Theatre Group also set up stalls in the bar during Freshers Friday. Following this, there were two rounds of Get Involved Drinks.

Though initiatives of this kind make significant demands on staff and student time, they are vital to the Theatre's long-term health, bringing new talent into Cambridge drama and sewing the seeds of future continuity and success.



The CUADC stall at Freshers' Friday



Students enjoying Freshers' Friday in the ADC Bar

## Masterclasses and workshops

The Cambridge University Musical Theatre Society ran a Masterclass in the Larkum Studio, inviting musical theatre actress Julie Atherton to coach a number of their members.

Local theatre company WRITEON used the ADC Bar and the Corpus Playroom for two full-day directing workshops which was open to students and non-students alike.

## Maintenance week

A number of student technicians were involved in the annual technical theatre and maintenance week, Camp.

Projects for 2013-14 included, amongst other things, adding guarding to the safety curtain winding mechanism, tidying up the electrics and flooring the void in the bar roof to provide extra storage space, installing new emergency lights, providing RCD protection for two thorn racks and repainting various parts of the Front of House and backstage areas.

As always, Camp proved a cost-efficient way of maintaining and improving Theatre facilities but, even more importantly, strengthened camaraderie amongst a student group upon whom the Theatre relies to fulfil technical roles in future productions.



# 957

students involved in productions

including

# 759

at the ADC Theatre and

# 452

at the Corpus Playroom

data provided by [camdram.net](http://camdram.net)

In total, there were

# 144

student productions



# enriching the audience experience

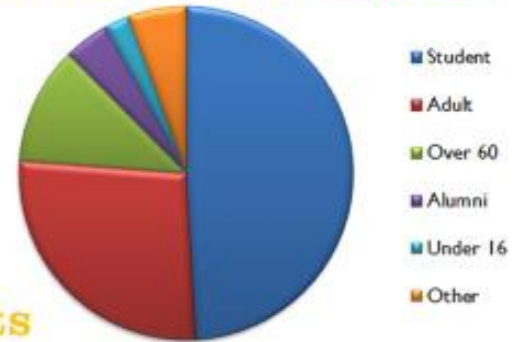
**12,603** audience members

Of the 63,000 tickets sold...

**52%** were bought by students

**48%** were bought by non-students

## The 2013-14 audience



## Post-show discussions

As part of the Theatre's wider educational and outreach initiatives, there were 15 post-show discussions, which took place in the Auditorium or Larkum Studio after ADC Mainshows. Chaired by a member of ADC Management who interviewed members of the cast and production team, post-show discussions give audience members a chance to find out about the process of putting on the show and also to discuss the themes of the plays.

The post-show discussion for Jez Butterworth's **Jerusalem** was a particular highlight, with over 30 people staying behind in the Larkum Studio and discussing the play, which posed huge questions about the clash between ancient and modern life in 21st Century Britain. A 'Women in Academia' panel discussion before a performance of **Blue Stockings**, was attended by over 160 people. The panel, including the play's author Jessica Swale and Professor Susan Smith, the Mistress of Girton, discussed the progress of women's education since the time of the play and the work still to be done to overcome sexism in academia.

## ADC Friends scheme

At the end of April a new Friends' scheme was launched, aiming both to build our community of loyal audience members (Friends are eligible for various offers and events) and to increase and diversify our income streams. At the end of 2013-2014, when the scheme had been running for just 3 months, a small but significant number of Friends had signed up. We are confident that this number will quickly increase.

## Archive display

Along the corridor on the right-hand side of the Auditorium stands a new exhibition, displaying copies of photographs from the Archives, held in the University Library. They show productions from the 1940s, 50s and 60s.

The ADC Theatre Archives are still in the process of being catalogued at the University Library by part-time archivist Karen Davies. She has reported significant progress over the year and remains confident that the project will be successfully concluded in 2015.



Photograph from *A Midsummer Night's Dream* starring Derek Jacobi (1958)  
Photograph thought to be by Edward Leigh



# 4. engaging the community

## Backstage tours

In September, the Management Team led a number of backstage tours during Open Cambridge and the Alumni Festival, allowing visitors to access parts of the building not usually open to the public and to find out more about the uniquely student-run venue. The Open Cambridge tours in particular were extremely well-attended, with around 100 people in total visiting the Theatre.

## Festival of Ideas

As part of the University of Cambridge's Festival of Ideas, there was another backstage tour run by members of the CUADC, along with two other workshops run by students. One workshop focused on acting and the art of developing character, while another taught the basics of creating puppets and performing through puppetry. Both of these free events were fully subscribed, with 30 people at each.

## Work experience

Two GCSE-stage students from local schools (St Bedes Inter Church School and The King's School Ely) came to the ADC Theatre for a week of work experience in July. Taking into account their individual interests, they spent the week shadowing members of the team, helping with general administration and learning about the running of a venue. The second student was also able to help on the non-student show taking place in the week she was at the Theatre.

## Somewhereto\_

The Larkum Studio was hired out for one night in association with the charitable scheme somewhereto\_. This scheme supports young people who want to work in the arts by creating relationships with local venues and finding performance spaces for them to use for free.



# providing a service for cambridge

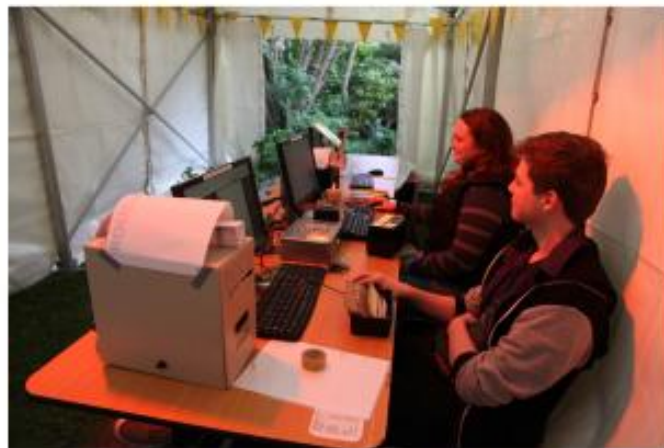
## ADC Ticketing

ADC Ticketing continued to provide a secure and affordable Box Office service for events happening in and around Cambridge.

**246** events  
**30,322** tickets sold  
**£319,150** of tickets sold

The Cambridge Literary Festival (formerly Cambridge Wordfest) remained the largest external client, accounting for 8605 of tickets sold and a gross income of £78,712 with their Winter and Spring Festivals. The second largest client was the Cambridge University Musical Society on whose behalf 3841 tickets were sold. This accounted for a gross income of £46,959.

Other notable clients included City of Cambridge Symphony Orchestra, East Anglia Chamber Orchestra and Camerata Musica. In line with the Theatre's aims to support student drama throughout Cambridge, ADC Ticketing continued to provide a cheap and efficient service to many student groups performing around Cambridge.



Casual staff members working at the ADC Box Office and running the Cambridge Literary Festival Box Office in a marquee

## Hire business

Having been suspended for two years, the technical equipment hire business was restarted in October by the Technical Manager who was particularly passionate about servicing student productions in other venues. Rather than any theatre item being available for hire, a number of lighting and sound 'hire packs' were created, reducing the amount of time needed for administration of the business and ensuring that all hire items were in a good condition. The provision of "ready-assembled" packages of this sort also encouraged hire by, and successfully met the needs of, those less experienced in technical theatre.

With some advertising, the number of hires increased through the year and should continue to do so as more student and local groups begin to use the service.



# management team and casual staff

## Management Team

2013-14 was the first full year following the restructuring of Management Team responsibilities outlined in the previous Annual Report.

The Operations Manager, which replaced the old Marketing and Front of House Manager, became responsible for Health and Safety, day to day finance, casual staff HR, oversight of the Front of House operation and working with the Theatre Manager on financial reporting and planning. The addition of the part-time Office Administrator has proved an invaluable support for this role in particular. The Theatre Manager's role now includes programming, marketing, financial oversight and strategic planning, managing external relations and the get involved campaign, and line management of the rest of the team.

This reallocation of duties, carefully monitored and overseen by the Theatre Manager throughout its first year, created a more collaborative way of working and was fully embraced by the new team. The Theatre Manager was able to think strategically about programming, securing relationships with new groups and putting together strong and varied student seasons. Not being involved in programming allowed the Production Manager more time to ensure that a strong support system was in place for productions. The Theatre Manager and Operations Manager were able to work together to rethink some aspects of financial reporting, leading to clearer management of the budget. The Technical Manager shared responsibility for building maintenance issues and Health and Safety with the Operations Manager, again allowing for greater collaboration and support in the team. Finally, the Theatre Manager was able to spend more time assessing the Theatre's marketing, leading to a long overdue redesign of the Theatre's season brochure, an important marketing tool.

Student term time is still demanding for the four full-time staff, however this new division of responsibilities worked extremely well and was certainly part of the reason behind the successful year.

## Staff list

Theatre Manager – Flo Carr  
Operations Manager – Amy Powell  
Production Manager – Mitchell Clarke  
Technical Manager – Giles Fleming  
Box Office Administrator – Harriet Simpson  
Office Administrator – Rhys Fraser

We are very grateful for the ongoing IT support provided by volunteers Alex Brett and Paul Gotch.



The Management Team enjoying the CUADC garden party

## Casual staff

There were 40 casual staff members who worked as Box Office Assistants, Bar Staff, Front of House Support and Playroom Duty Managers; 30 of these were University of Cambridge students. The ADC continues to provide an opportunity for young people to gain experience of work in customer service roles in a supportive environment and is a means whereby they can be provided with positive references when they go on to apply for other jobs.

# financial performance

## Attention is drawn to the following:

- Income from Theatre Hire at the ADC Theatre rose to £152,000. This was an increase of £16,000 on the previous year.
- The Playroom returned a surplus of £12,000, up from £8,000 in 2012-13.
- ADC Ticketing generated £28,983 of income, slightly lower than 2012-13.
- Another £75,000 was invested into the Cambridge University Endowment Fund.
- The Executive Committee continued to approve expenditure on items of equipment in line with the Capital Expenditure schedule.
- 2013-14 generated an operating surplus of £24,000 and an increase in the Theatre's net assets to £441,000.

## Operating surplus

The Executive Committee has decided that the operating surplus of £24,000 should be spent on improving theatrical equipment and making various repairs and improvements to the fabric of the building.

Purchases will include a new intelligent cyclorama lighting fixture which will add flexibility and greatly improve lighting of future productions and repairs will include replacement of some the auditorium seats and a partial refurbishment of the Front of House toilets.

Measure for Measure, October 2013





# conclusion and aims for 2014-15

The Executive Committee and Management Team are delighted to report a successful year artistically and financially. The restructuring of staff roles going into the year allowed for greater monitoring of financial performance, as well as better programming and marketing and higher morale amongst the team.



In 2014-15, particular emphasis will be placed on making progress on a large scale project to install an improved ventilation system in the auditorium, which can be unpleasantly hot, particularly in the summer months. During 2013-14, the Management Team worked with Estate Management to assess the level of the problem using CO2 and temperature monitors. It is expected that a portion of the Theatre's reserves will be committed to this project, which will significantly improve the audience's experience.

The Executive Committee and Management Team aim to build on the achievements of 2013-14, enriching the student and amateur experience by programming varied, challenging and vibrant productions which create great opportunities for involvement and strengthen the ADC Theatre's position at the heart of amateur theatre in Cambridge.



# 2013-14 productions

## September

Measure for Measure  
The Producers  
I'll Be Seeing You  
An Audience With Shurl

## October

Doonreagan  
The Ruffian on the Stair  
Escapes: a Devised Piece  
Footlights Tour Show 2013:  
Canada  
Musical Theatre Bar Nights  
In Real Life  
The Two Gentlemen of Verona  
The History Boys  
The King and Queen of the Uni-  
verse  
Footlights Smokers  
Six Characters in Search of an  
Author  
Papercuts: I Hear You  
WRiTEON Workshop: Big Stories  
in Small Spaces  
Corpus Smoker  
Monkey Bars  
Jerusalem  
SPLEEN: a New Sketch Show  
The Other Line  
Songs for A New World  
Papercuts: Drawn  
First Stage  
Hatch  
The Magic Flute  
Shoot Coward! Three Plays from  
Latin America  
CowsDrinkMilk

## November

Play it again, Sam  
Frost/Nixon  
Beast  
Girls with Guitars  
Bacchae  
Papercuts: SPLIT  
One by One  
Greek

Funny Girl  
Occupied  
Footlights Smoker  
One Million Tiny Plays About  
Britain  
Corpus Smoker  
And The Horse You Rode In On  
Confusions  
An Earlier Heaven  
Phil Wang: Anti-Hero  
The Penelopiad  
Jitters  
Comments Disabled  
Birthday  
Corpus Smoker  
And The Horse You Rode In On  
Confusions  
An Earlier Heaven  
The Penelopiad  
Comments Disabled  
Birthday  
Jitters  
CUADC/Footlights Pantomime  
2013: The Princess and the Pea  
Gender the Elephant  
Gagamemnon

## December

The 24hr Plays  
Improv From the Crypt  
Three White Guys and Bhargav  
CU Show Choir: Gleefully Ever  
After  
Joyful Joyful: A Journey through  
Gospel  
Creditors  
The Old Curiosity Shop  
The Alternative Christmas Party

## January

Worlds End  
Rhinoceros in Love  
Richard III  
The Canon: A Literary Sketch  
Show  
Phil Wang and Jonny Lennard  
Mighty Peter  
24 Hour Musical

Liam Williams  
Puns and Roses: A Stand-up Show  
4000 Miles  
Fantasy  
Terminus  
Footlights Smoker  
Welcome Break  
Speakeasy  
Musical Theatre Bar Night  
Putting the World to Writes  
What the Butler Saw  
Blue Stockings  
Five Kinds of Silence  
Alcestis  
Corpus Smoker

## February

Punk Rock  
1984  
DERROGADE  
Cheese (And Other Things That  
There Are)  
SPLIT  
CUMTS Gala  
Speakeasy  
The Polis  
HATCH  
Speaking in Tongues  
Little Eagles  
Mr & Mrs Sparks and the  
Emperor's Panda  
Footlights and Friends  
The Massacre At Paris  
Corpus Smoker  
Mercury Fur  
The Other Line  
Science! The Musical  
The CU Show Choir Presents:  
Best of British  
Footlights Presents 2014: Dúmpf  
Speakeasy  
Musical Theatre Bar Night  
Bare Jokes  
Valentine  
The Duchess of Malfi  
On Her Majesty's Business  
Footlights Smoker  
Pornography



Tory Boyz  
Hedda Gabler  
Dystopia: The Musical (A Sketch Show)

## May

Footlights Smoker  
The Angel Rails  
Papercuts: Round and Round  
Corpus Smoker  
Trojan Women  
The Tempest  
Mission Improv-able  
The Last Hundred - Excerpts from a New Musical  
Harry Porter Prize Winner 2014: STIFF!  
Lonely Hearts  
Big Fluffy Death Metal Puppy  
Sell By Date  
Her Naked Skin  
Bad Advice  
Footlights Smoker (May 14)  
Festival  
Magpie and Stump - One Night Stand Up  
Papercuts: STIFF  
Amirite?  
The Mark Liu Story  
Monologues and Duologues  
Whatever Happened to the Lead?  
A Clockwork Orange  
When You Wish Upon A Choir  
Cirque du Bombay  
Monologues and Duologues  
Godspell

## June

Monologues and Duologues  
Musical Theatre Bar Night  
Lovesong  
Footlights International Tour Show 2014  
Bedtime Monsters  
I am, I am  
Liam Williams  
Sheeps  
Phil Wang  
Adam Lawrence  
Lively Orator  
Minor Delays  
Inconceivable

## July

Fishing  
The Odyssey: An Epic Musical Epic  
Please Don't Cry (At My Funeral)  
The Tiger and the Moustache  
Playhouse Creatures  
To Sleep  
Anything Goes  
Operation: Summer Holiday  
Green Pieces  
Parade  
Welcome Aboard

# adc theatre annual report

Company of The Tempest, May 2014



## 2013-14

Photography by Hatti Simpson, Nick Rutter, Rob Eager, Johannes Hjorth, Declan Corr and Emily Newton  
Branding designed by Daniel Morgenstern for the ADC Theatre season brochure  
Data provided by camdram.net and Spektrix



## ADC THEATRE INCOME / EXPENDITURE 2013-14

	Actual 2012-13	Budget 2013-14	Actual 2013-14	Notes
<b>INCOME</b>				
ADC Theatre Hire	136,334	146,000	149,662	
Commercial Hire			2,274	
Corpus Playroom	8,190	8,892	12,131	
Bar Surplus	58,657	66,000	62,811	
Box Office	5,869	4,342	12,299	
Scenic Hire Surplus	2,407	3,000	1,961	
Printing Surplus	1,871	1,000	1,386	
Sundries Surplus	3,381	1,000	588	
Gross Receivable Interest	9,353	11,000	10,753	
ADC Support			1,642	
	<b>226,063</b>	<b>241,234</b>	<b>255,507</b>	
<b>EXPENDITURE</b>				
Salaries	122,489	135,868	123,995	
ICC	40,729	44,017	40,619	
ICC Credit	-16,282	-19,000	-17,971	
Capital Expenditure	20,262	20,000	16,109	I
Utilities	17,418	20,000	19,188	
Administration	6,388	8,800	6,791	
Computing	3,508	6,000	4,190	
Marketing	21,190	23,450	23,026	
Estate	3,141	4,000	2,946	
Maintenance	13,440	11,200	8,795	
Productions		3,000	1,847	
	<b>232,284</b>	<b>257,335</b>	<b>229,534</b>	
<b>Net profit on operating activities</b>	<b>-6,221</b>	<b>-16,101</b>	<b>25,972</b>	
Net income on restricted funds			1,043	
Write-off of customer account credits			5,814	
Unbudgetted Capital Expenditure			-8,982	
<b>Total P/L For Year</b>			<b>23,848</b>	

I Capital Expenditure Breakdown:

<b>Budgeted</b>	
Spent	9,153.93
Unspent	7,172.51
Routine	1,243.71
Income	1,461.26
<b>Total</b>	<b>16,108.89</b>
<b>Unbudgeted</b>	
	<b>8,982.00</b>

## BALANCE SHEET AT 31-JUL-14

31-Jul-13		31-Jul-14
	<b>Current Assets</b>	
48,823	Current Account with University	7,060
410	Till Float	410
0	Petty Cash	0
6,768	Stock - Bar	5,221
4,593	Stock - Sundries	3,426
304	Stock - Printing	556
1,298	Stock - Maintenance	1,352
2,797	Debtors	1,754
1,244	Prepayments	0
817	Accrued Income	5,772
<b>67,055</b>		<b>25,551</b>
	<b>Current Liabilities</b>	
-247	Holiday Pay Liability	-253
-13,263	Customer Account Balances	-7,401
-9,669	Creditors	-794
-11,427	Accrued Expenditure	-8,846
-4,362	Deferred income for shows after 31 July	-6,641
<b>-38,968</b>		<b>-23,935</b>
<b>28,087</b>	<b>Net Current Assets/ Liabilities</b>	<b>1,616</b>
	<b>Long Term</b>	
144,070	Deposit Account	126,610
243,739	CUEF	327,617
<b>415,896</b>	<b>NET ASSETS</b>	<b>455,843</b>
	<b>FUNDED BY</b>	
394,542	Operating Reserve	433,445
478	Show Support Fund	479
20,876	Restricted Reserve	21,919
<b>415,896</b>		<b>455,843</b>

Opening Reserves	415,896
Net profit in year	23,848
Revaluations on CUEF units	8,927
Unspent Capital Expenditure	7,173
<b>Closing Reserves</b>	<b>455,843</b>



## NOTES TO THE ACCOUNTS 2013-14

2012-13	INCOME	2013-14
<b>Theatre Hire</b>		
	<b>Income</b>	
<b>136,334</b>	ADC Theatre Show Hire	149,565
	ADC Theatre Show Hire	98
	ADC Theatre Commercial Hire	2,274
<b>136,334</b>	<b>ADC Theatre Hire</b>	<b>151,936</b>
<b>Corpus Playroom</b>		
<b>20,401</b>	<b>Income</b>	<b>26,169</b>
20,063	Theatre Hire	25,720
338	Vending Machine	358
	Show Cleaning Charges	92
<b>-12,211</b>	<b>Expenditure</b>	<b>-14,038</b>
-5,562	Duty Managers	-6,498
-204	Vending Machine Purchases	-229
-2,741	Cleaning & Hygiene	-2,993
-2	Maintenance	-152
-247	Telephone	-301
0	Licenses: Theatre	0
-24	Administration	-3
-3,430	Fee Payable to Corpus Christi College	-3,863
<b>8,190</b>	<b>Playroom Surplus</b>	<b>12,131</b>
<b>Bar</b>		
<b>130,101</b>	<b>Income</b>	<b>131,046</b>
	Sales - Bar Cost price	-265
128,331	Sales - Bar	129,280
1,771	Sales - Vending Machine	2,032
<b>-71,444</b>	<b>Expenditure</b>	<b>-68,235</b>
-41,745	Alcoholic Drinks	-38,791
-5,066	Non Alcoholic Drinks	-4,338
-6,846	Confectionery	-7,187
-1,011	Vending Machine Cans	-1,115
-11,912	Wages	-11,393
-1,844	Equipment and Accessories	-2,544
-3,020	Catering and Bar Equipment and Accessories	-2,732

	Stationary/Miscellaneous	-134	
<b>58,657</b>	<b>Bar Surplus</b>		<b>62,811</b>
<hr/>			
	<b>Box Office</b>		
<b>69,116</b>	<b>Income</b>		<b>72,907</b>
35,718	Internal Events Ticket Sales Commission	41,326	
31,470	ADC Ticketing Ticket Sales Commission	29,338	
921	ADC Ticketing Charges	793	
209	Miscellaneous Income (Eg Clamping Fines)	322	
0	Card Sales Commission	0	
780	Phone Sales Commission	1,129	
19	Box Office Error Correction	0	
<b>-61,472</b>	<b>Expenditure</b>		<b>-60,609</b>
-14,726	Credit Card Charges	-15,509	
-19,888	Spektrix & Software Costs	-20,944	
-9,089	Box Office Administrator	-7,295	
-14,142	Box Office Assistants	-13,293	
-789	Digital Telephone Line	-822	
-2,236	Tickets & Stationery	-2,484	
-603	Misc Expenses & Error Correction	-231	
	PDQ Rental Charges	-31	
<b>7,644</b>	<b>Box Office Surplus</b>		<b>12,299</b>
<hr/>			
	<b>Scenic Hire</b>		
	<b>Income</b>		
21	Workshop Hire	0	
	Radio Mic Hire	167	
1,871	Scenic Hire	2,690	
515	Handling Income	70	
	Equipment Stock Costs	-967	
<b>2,407</b>	<b>Scenic Hire Surplus</b>		<b>1,961</b>
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	<b>Printing &amp; Post</b>		
<b>7,000</b>	<b>Income</b>		<b>10,861</b>
5,479	Printing - Photocopier	4,803	
25	Sales:Consumables	0	
1,496	Printing - Large Format	1,426	
2,032	Franking Machine Income	4,632	
<b>-5,130</b>	<b>Expenditure</b>		<b>-9,475</b>
-2,218	Photocopier Paper	-3,242	
-916	Large Format Ink Cartridges	-217	



	-311	Large Format Paper	-333
	-1,686	Printers Lease	-1,818
		Other/General Miscellaneous	252
	-3,155	Franking Machine Postage	-3,772
	-651	Franking Machine Lease	-345
<b>1,870</b>		<b>Printing Surplus</b>	<b>1,386</b>
<b>Sundries</b>			
6,718		<b>Income</b>	20,744
	6,709	Sales - Sundries	5,811
	10	Sales External	14,933
-3,337		<b>Expenditure</b>	-20,156
	-3,337	Sundries Cost of Sales	-5,251
	0	Gel Cost of Sales	-14,904
<b>3,381</b>		<b>Sundries Surplus</b>	<b>588</b>
<b>ADC Support</b>			
		<b>Income</b>	
-		Membership (ADC Friends)	150
-		Donations	1,488
-		Donations	4
0		<b>ADC Support Total</b>	<b>1,642</b>
<b>Reserves</b>			
		<b>Interest Received</b>	
	9,013	CUEF Dividend	10,493
	341	Deposit Account Interest	260
<b>9,353</b>		<b>Total Interest Received</b>	<b>10,753</b>

		<b>EXPENDITURE</b>		
		<b>Salaries</b>		
-28,404	Manager		-26,882	
-75,756	Management Team		-76,145	
-6,649	Office Administrator		-8,829	
-6,761	Front of House Support Staff		-7,378	
-4,890	Casual Duty Managers		-4,760	
-30	Casual Theatre Crew		0	
<b>-122,489</b>				
		<b>Salaries</b>		<b>-123,995</b>
		<b>ICC Charge</b>		
<b>-40,729</b>				<b>-22,648</b>
-30,553	XABD ICC		-13,028	
-2,978	XABB ICC		-2,848	
-5,808	XABM ICC		-5,147	
-1,390	XABV ICC		-1,625	
16,282	ICC Recovery Agreement Credit		<b>17,971</b>	
<b>-40,729</b>				
		<b>ICC</b>		<b>-40,619</b>
		<b>Capital Expenditure</b>		
2,042	<b>Budgeted Expenditure</b>			<b>-9,154</b>
	Production Manager Computer Pre-Payment		594	
	Dressing Room Chairs		783	
	Playroom Lighting Control Desk		900	
	Mac Mini & Accessories		1,317	
	ADC Projector		3,446	
	Box Office Ticket Printer		960	
	UPS Servers		453	
	Playroom Projector Accessories		263	
	Larkum Tables		438	
	<b>Unpurchased (to be purchased in 14-15)</b>			<b>-7,173</b>
	Bar/FOH Carpet (contribution)		700	
	Bar Sofas		1,800	
	Bar till access e.g. card machine (rolled over from		851	
	Playroom Projector (Misco)		1,010	
	Playroom Projector Accessories (Onecall)		304	
	Haze Machine		500	
	ADC Projector lenses and Accessories		1,554	
	Stage Manager Chair		50	



	Production Chairs	100	
	Ion Touch Screen	303	
1,266	<b>Routine Expenditure</b>	-854	<b>-1,244</b>
	<b>Income</b>		<b>1,461</b>
	Left over 12-13 rolled over money rolled over	711	
-217	Sale of Equipment & Charges	750	
	<b>Capital Expenditure Budgetted</b>		<b>-16,109</b>
	<b>Unbudgeted</b>		<b>-8,982</b>
	Ventillation Testing	2,000	
	Franking Machine	1,473	
	Master Locks & Keys	1,384	
	Fibre Optic Connection	3,800	
	A1 Auditorium Seat	325	
<b>-20,262</b>	<b>Capital Expenditure Unbudgetted</b>		<b>-8,982</b>
<b>Utilities</b>			
<b>Expenditure</b>			
-12,081	Electricity	-14,146	
-4,201	Gas	-3,825	
-1,039	Telephones	-812	
	Telecoms Maintenance	-358	
-97	Fax	-47	
<b>-17,418</b>	<b>Utilities</b>		<b>-19,188</b>
<b>Administration</b>			
<b>Expenditure</b>			
-807	Theatre Licences	-1,341	
	Venue Music Licences	-206	
-1,037	Hospitality Expenses	-886	
	Hospitality Expenses	-51	
-2,717	Training Courses	-2,080	
-356	Admin Printing	-804	
-399	Stationery	-294	
-55	Pre-Printed Stationery	-39	
-351	Rail Travel	-186	
	Rail Travel	-58	
-242	Miscellaneous	-855	
9	Sales:Consumables	10	
<b>-5,955</b>	<b>Administration Total</b>		<b>-6,791</b>

	<b>Computing</b>		
	<b>Expenditure</b>		
-75	Administrative Printing Overhead	0	
-1,149	Website	-1,099	
-7	Server Software	-19	
-1,116	Network Installation/Connection Charges	-3,065	
-1,160	Administration Software	-7	
<b>-3,508</b>	<b>Computing Total</b>		<b>-4,190</b>
	<b>Marketing</b>		
	<b>Expenditure</b>		
-300	Consultancy	0	
-15,503	Season Brochures	-18,649	
-2,133	External Design and Artwork	-2,267	
-1,445	Publicity Distribution	-357	
	Website Support	-405	
	Subscriptions	-123	
-1,809	Advertising	-1,225	
<b>-21,190</b>	<b>Marketing</b>		<b>-23,026</b>
	<b>Estate</b>		
	<b>Expenditure</b>		
-186	FOH Areas	-364	
-2,386	Cleaning & Hygiene	-2,268	
-100	First Aid	-103	
-306	Health and Safety	-20	
	Refuse: Rubbish Collection	-187	
-37	Other/General Estates & Buildings	-22	
	Income - Cleaning Charges	17	
2,260	Income - Skip Hire	0	
-2,386	Expenditure - Skip Hire	0	
<b>-3,141</b>	<b>Estate</b>		<b>-2,946</b>
	<b>Maintenance</b>		
<b>-576</b>	<b>Electrical Sundries and Components</b>		<b>-3,795</b>
-1,686	Stage Maintenance	-2,989	
	Workshop Maintenance	-212	
361	Sales - Machinery / Equipment Subtotal for Co	464	
	Front of House & Bar	-90	
-1,227	Professional Services	0	
-365	Lighting Gel	0	



-967	Theatrical Lamps	64	
-2,637	Miscellaneous	-1,032	
	<b>Camp 14</b>		<b>-5,000</b>
-1,075	Food	-1,066	
-2,008	Accommodation	-1,161	
46	Sales:Consumables	33	
-3,305	Projects	-2,806	
<b>-13,440</b>	<b>Maintenance</b>		<b>-8,795</b>
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	<b>Productions</b>		
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	<b>Income</b>		<b>13,818</b>
	Cost Recovery - Merchandise	7,750	
	Cost Recovery - Music Licences	1,689	
	Cost Recovery - Show Insurance	1,083	
	Cost Recovery - Skip Hire	2,761	
	Consumables	535	
	<b>Expenditure</b>		<b>-15,664</b>
	Merchandise	-7,750	
	Music Licences	-1,070	
	Insurance Services	-2,332	
	Skip Hire	-2,243	
	Gel	-601	
	Theatre Lamps	-734	
	Consumables	-936	
	<b>Productions</b>		<b>-1,847</b>