



adc theatre
Annual Report 2015-2016

Cambridge University Musical Theatre Society's Gala Night, February 2016



The Master and Margarita, October 2015

EXECUTIVE SUMMARY

The year has been another busy and memorable one for the ADC Theatre and Corpus Playroom. Throughout the year the Management Team have helped devise and support, at both venues, a wide range of artistically and financially successful productions without compromising the maintenance of sound finances. Artistically ambitious projects have been encouraged and, as a result, we were treated to an extraordinarily rich year of theatre productions of which both our theatre-makers and audience members can be proud.

We hope you will enjoy revisiting our highlights of the previous year, and join us in looking forward to many successful years ahead.

2015-16 Management Team

- Mitchell Clarke:** Theatre Manager
- Victoria Collins:** Operations Manager
- Hannah Edwards:** Production Manager
- Rhys Chamberlain:** Technical Manager
- Ella Bucklow and Katie Hook:** Box Office Administrator
- Johannes Ruckstuhl and Connie Dent:** Office Administrator

“I think of the ADC as the first real theatre I worked for, partly indeed because of the extraordinary standard of student work accomplished there.”

Sir Trevor Nunn

“I had many happy times at the ADC Theatre playing everything from Restoration Comedy to a rather unlikely Virgin Mary.”

Sandy Toksvig

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WELCOME

We aim to nurture, at both venues, the best amateur theatre that Cambridge can offer; extending opportunities to both students and local theatre groups alike. Over the previous year we have presented a number of new, thought-provoking and emotionally challenging productions for our audiences to enjoy, but also to think about. By programming a wide range of productions, we have challenged both providers and audiences to stretch themselves, to discover what can be achieved within the theatres' spaces and thereby encouraged the creation of challenging and artistically-ambitious seasons. The



enrichment of the student experience at Cambridge University, a key component of the Theatre's mission, has remained a critical focus with more students and more productions taking place during this period than ever before. Training and support have been central to everything we have planned and undertaken this year: an investment in the future to which we are all hugely committed.

Whilst a theatre's success is generally measured in the quality of its productions and the pleasure its audience gains from seeing them, we are mindful that a significant part of our responsibility is to create a safe

and supportive environment in which both actors and technicians can thrive. Over the course of the year, the Executive Committee has sanctioned a number of significant projects with a view to ensuring the continued long-term success of both venues. The first, in conjunction with the University's Estate Management Department, has been to appoint an architectural practice to design a ventilation system to improve air circulation in the ADC Theatre auditorium. Recognising a longstanding problem, especially during the summer months, when completed the project will greatly improve audience comfort and fulfil a longstanding ambition not realised during the major refurbishment of a decade ago. Another initiative has



been to improve our online presence and booking experience. Working closely with The Graphic Design House, we have devised a new and much improved website which launched at the beginning of the Autumn Season ready for the opening of our student season in October. Finally, the Executive Committee authorised expenditure which has already allowed customers a more convenient ticketing experience (including ticketless access to the auditoria via a smartphone) and will soon allow payment by card (contactless and Apple pay) in the Bar. Running a cash only establishment is far from user-friendly these days

and we hope that, taken together, these innovations will greatly improve our audience's experience.

Whilst we always hope that our theatre-makers and our audience enjoy their time at our venues and will return to them often, we recognise that they will only do so if our efforts meet with their highest expectations. For this reason, we always welcome feedback, suggestions for improvement and, less happily though just as willingly, criticism of our current efforts. Proud as we are of what goes on at both of our venues, we like to think of them as "our" theatres, though in our more rational moments we recognise, of course, that they are actually "yours".

Mitchell Clarke, Theatre Manager



ABOUT US



Frankenstein, October 2015

The ADC Theatre and Corpus Playroom remain the centres of Cambridge's thriving drama scene. Productions at these venues are mounted in their entirety by students, amateurs, and volunteers. From actors and technical crew to directors and producers, everyone is united in a desire to enjoy and contribute to the creation of high-quality theatre. Vibrant and varied programmes of drama, comedy, musical theatre and dance have been presented at each venue by student groups during the University terms and by local groups long during the vacations. Typically each venue has staged two different productions each night.



Today we aim to provide opportunities for students and amateurs to experience and learn about all aspects of theatre, while presenting productions of the highest standard. We are a department of the University of Cambridge and the oldest University playhouse in the country. The ADC Theatre is still run almost entirely by students, with no faculty involvement. Training, learning and support are at the heart of everything we do here and we are set up to encourage and to provide help and guidance to all who are interested in creating theatre from the seasoned habitué to the most inexperienced user.

All of this activity draws on a long tradition: plays have been presented on the site of the ADC Theatre since 1855 when the Cambridge University Amateur Dramatic Club (CUADC) was founded and the Club met and performed in the back room of the Hoop Inn on Jesus Lane. The coaching inn stood almost exactly where the ADC Theatre stands today. At first the Theatre was run as a private



members' club by the CUADC, but owing to growing financial difficulties, it was agreed in August 1973 that the Theatre would be leased to the University of Cambridge for 75 years.

Although the Theatre continues to be owned by CUADC, it is currently run as the smallest department of the University which has assumed responsibility for its management and maintenance. CUADC remain as one of the resident companies of the Theatre.

RESIDENT COMPANIES



In rehearsal for **A Little Night Music**, May 2016

There are several student companies resident to the ADC Theatre and Corpus Playroom. Not every show is produced by them, but the Theatre is the epicentre of their activities and students are heavily involved in the overall programming for the main terms and in the management of the venues. Representatives of CUADC and Fletcher Players serve on the Theatre's Executive Committee.

CUADC

The Cambridge University Amateur Dramatic Club is the oldest and largest student drama society in Cambridge. The first performances on the site were staged by the founders of the Club in 1855. CUADC present a varied programme of mainshows and lateshows at the Theatre each season, bringing together some of the finest young theatrical talent in the country and providing unrivalled support for their productions.

Fletcher Players

The Fletcher Players are the drama society of Corpus Christi College and the resident company at the Corpus Playroom. The Fletcher Players are integral to the running of the Playroom, helping with programming and producing up to six shows a term. Named after John Fletcher, alumnus of Corpus and Jacobean playwright, their productions showcase new writing, traditional classics, comedy and cutting edge political drama.

Footlights

It's hard to think of a group that have had more influence on British comedy than the Cambridge Footlights. Their fortnightly Smokers, an original mix of sketches and standup, are the breeding ground for new talent. No other student comedy society champions new talent and new writing more consistently, or provides as many opportunities to try out and develop material.

CUMTS

The Cambridge University Musical Theatre Society are the source of the very best musical theatre taking place in Cambridge. In addition to their main shows, the Society runs popular Bar Nights and a series of social events throughout the year. Its contribution extends far beyond showcasing existing onstage talent: it aims to encourage training in musical theatre and regularly invites experts and seasoned professionals in the field to run masterclasses for its members.

CORPUS PLAYROOM



Arsenic and Old Lace, January 2016

Our adored (and unique) L-shaped studio space is Cambridge's primary fringe venue, showcasing a variety of productions with an emphasis on new student writing. Seasons at the Playroom and the ADC are devised holistically in order to ensure that the two work as complimentary spaces. In this way, the President of the Fletcher Players has a significant input into Theatre programming both specifically at the Playroom and more generally across the two venues.



Since 2011 the Playroom has been managed by the ADC Theatre and in that time we have seen a doubling in average audience numbers, and a higher and more consistent calibre of production. During the present year, the Playroom has received some much needed investment including the installation of a fibre link to the ADC Theatre which has allowed for a full network installation to take place including the roll-out of wi-fi and CCTV across the venue.

Over the year we were proud to present at the Playroom a huge range of productions from award-winning dramas and musicals to fresh comedy and new student writing. We always aim to provide an entertaining and thought-provoking season tailor made for the space.

A selection of these innovative productions included *The Eradication of Schizophrenia in Western Lapland* which offered a refreshingly honest portrayal of schizophrenia from the perspectives of all affected. Using the unique layout of the Playroom to full

effect, it employed a disorientating staging which split the audience in half, allowing it to see and hear conflicting components of the production.

Dying City depicted the effect of recent wars back at home and *Free Fall* showed what happens when people struggling with mental health are pushed to the edge. Yasmina Reza's savagely entertaining *The God of Carnage* showcased one of the more recent masterpieces of contemporary theatre on the small stage and *Enron* depicted one of the world's largest financial scandals in a high energy orgy of business, finance and greed.

The Playroom continues to be as popular as ever with our audiences and with students applying to put on their productions there. It retains its fringe feel and in this way acts both as a studio space and as a happy counterfoil to the larger productions at the ADC Theatre.

ADC THEATRE PRODUCTIONS



Alice, January 2016

Our three seasons were drawn from the huge range of applications we received from students and the local community. In making difficult programming choices, we try always to ensure there was something for everyone: from new musicals to classic dramas, sketch comedies to poetry slams and pantomime to student new writing. We hope that whatever our audience's theatrical taste, there was something in each season's offering for them to enjoy.

The year began with productions honed by exposure across the globe as, from the West, came the Cambridge American Stage Tour's comic play within a play, *The Taming of the Shrew* which was full of deftly executed plot twists and turns. It was accompanied in the first week of student shows by the *Footlights International Tour Show Love Handles* with its usual array of sharp and hilarious sketches. From the East came the classic comic tale of mistaken identity *The Comedy of Errors*, fresh from its tour of Japan. Whilst from a little closer to home we

offered a little magic in our lateshow slot in the form of *Pippin*, perfectly honed by its recent run at the Edinburgh Festival Fringe.

The Autumn season continued with Peter Shaffer's classic *Amadeus* exploring music, talent and power. A modern retelling of *Frankenstein* asked us key questions about scientific responsibility set against a backdrop of the 90s, whilst *Sweeney Todd* and the *CUADC/Footlights Pantomime: Robin Hood* both showcased our great wealth of musical talent and both sold out! To end the autumn season, the ADC Theatre was transformed into the enchanted Neverland for the magical adventure of *Peter Pan*, complete with a flying cast!

Spring witnessed the presentation of a wide range of drama: from Brecht, Hare, Shakespeare and Miller to Evans' *Trojan Barbie* based on Euripides's *The Trojan Women*, as well as a host of new plays written by students. To counterpoint this potent collection of high-octane drama, we

added a sprinkling of light-hearted shows throughout the season. *West Side Story* and *Spring Awakening* made sure that there was something for our musical lovers scattered throughout the season.

Our summer season began with a production of Leigh's *Grief*, which provided a brutal depiction of a year in the life of a family permanently wounded by war. This was followed by Shakespeare's *The Winter's Tale*, deftly blending psychological tragedy with charming comedy and wonderfully contrasting sets. This production was attended, and greatly enjoyed, by the Theatre's Patron HRH The Earl of Wessex. *Mnemonic*, provided something a little different. First devised by the pioneering theatre company Complicite, it was vividly realised on the ADC stage as the cast caught and untangled memories. At the end of our student season there was the chance to catch the Footlights performing their International Tour Show, *Lagoon*, before they took it over the summer to London, Edinburgh, The Cayman

Islands and America.

In addition to our student productions, we presented a number of productions produced by local amateur theatre companies. At the start of the year VIVA Arts, a group new to the Theatre, brought *Avenue Q* to the ADC Stage, whilst *Legally Blonde* brought, instead, our Box Office Administrator as Harvard's beloved blonde in the fun, upbeat musical of self-discovery. The Cambridge Theatre Company presented *Spamalot* the musical based on the film Monty Python and the Holy Grail, and told the tale of King Arthur and the Knights of the Round Table with a fantastic set and choreography. *One Man, Two Guvnors* portrayed the fate of Francis Henshall and was a wonderful addition to our season, with its perfect blend of comic invention and engaging slapstick.

2015-2016 IN NUMBERS

233

productions at the ADC Theatre and Corpus Playroom

717

performances at the ADC Theatre and Corpus Playroom

1,135

students involved at our venues

2,022

students involved in cambridge drama

66,822

tickets sold for events at the ADC Theatre and Corpus Playroom

12,823

different customers welcomed through our doors

62%

average capacity

50%

student audience

47

productions sold above 90% capacity

Grief, April 2016



FINANCIAL PERFORMANCE



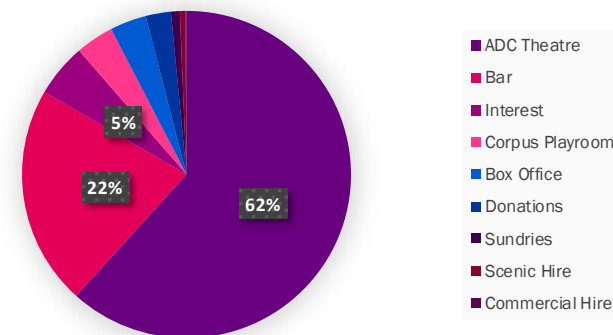
Twelfth Night, January 2016

Attention is drawn to the following:

- Income from Theatre Hire at the ADC Theatre rose to £179,977 from £164,389.
- The Bar continues to provide a key revenue stream to support theatrical work, returning a surplus of £63,339.
- Patrons continued to donate generously, with over £7,000 being raised this year.
- The Executive Committee approved expenditure on items of equipment in line with the Capital Expenditure schedule.
- 2015-16 generated the theatre's highest surplus in recent history, raising £30,125 and increasing the theatre's net assets to £538,108.

Whilst mindful of the need to maintain reserves sufficient to meet the costs of planned theatre improvements and to guard against any future shortfall in revenue, the Executive Committee of the Theatre remains committed to investing any surplus in the Theatre itself, ensuring that it continues to offer both performers and audience a state-of-the-art experience.

ADC Theatre Income



NET PROFIT ON OPERATING ACTIVITIES



STUDENT INVOLVEMENT



Spring Awakening, February 2016

Get Involved

Mindful of our wider educational role and constant desire to offer opportunities to all, the year began with another strong campaign to attract new students into the Theatre community. We worked closely with the CUADC Committee and hosted Freshers' Friday during the first week of the Michaelmas Term. In this way, Freshers were encouraged to come to the Theatre for backstage tours and a chance to meet and chat with students already involved.

This year's freshers' shows proved as usual to be a great and open opportunity for our newest talent to get a taste of performing on the stage. *Coram Boy*, *Black Comedy* and *Frozen* were all performed, directed, designed and produced by newcomers to Cambridge drama.

New Writing

The ADC Theatre continued to demonstrate its commitment to new writing with a large number of new plays and comedy written by students featuring at both venues.

953

students involved in productions at the ADC Theatre

519

students involved in productions at the Corpus Playroom

1,135

students involved in productions at the ADC Theatre and Corpus Playroom

196

student productions took place outside of ADC Theatre and Corpus Playroom

2,022

students involved across all venues in Cambridge

TECHNICAL AMBITION

Technical Ambition

The ambition of our technical teams has been as strong as ever. *Robin Hood* allowed our students to appear on stage via a descending evil lair, whilst *Peter Grimes* created one of the most innovative, memorable and visually stunning lighting and set designs of the year.

Encouraging ambition without providing the means to achieve it can only end in frustration, so the Theatre has continued to invest heavily in new equipment. Only by ensuring that the Theatre continues to provide industry-standard production infrastructure can we properly reward the craft of those who choose to develop their skills here. This year saw new additions to the Theatre's sound equipment including new fold back speakers for use on stage and a renewal of cabling for our bands.

Camp

Overall Camp this year was successful with a number of larger maintenance projects and smaller new builds being completed. Amongst the completed projects are:-

The counterweight system was maintained, including replacing a number of control ropes, wire ropes and rope brakes.

The Orchestra Pit was revamped including a new carpet, music stands and band lights.

New parts of the workshop have been completed including adding power and services and a new sink to the paint dock.

The workshop tool storage has been re-done making it much safer and easier to access tools.

The Front of House Toilets have been re-painted, re-floored and new hand-dryers and other accessories (soap dispensers etc.) have been installed.

The availability of BNC and ethernet tie-lines to stage has been increased.

A new flying trolley was built, allowing for quicker rigging during get-ins.

Storage for our stock treads was found and build.

New enclosures were made for our Box Office computers to ensure they are secure.

We remain deeply grateful to all those students and other volunteers who made Camp possible and by doing so help the Theatre to make improvements to its estate and equipment at minimum cost.

Peter Grimes, February 2016

COMMUNITY INVOLVEMENT & SERVICES



The Winter's Tale, May 2016

Backstage tours

In September, the Management Team conducted a number of backstage tours during the University's Open Cambridge and the Alumni Festival, allowing visitors to see parts of the building not usually open to the public and to find out more about this uniquely student-run venue.

Work experience

Two GCSE-Stage students from local schools, one from Comberton Village College and the other from the Stephen Perse Foundation, came to the ADC Theatre for a week of work experience in July. They spent the week shadowing members of the team, helping with general administration, learning about the running of a venue and observing members of the production team of that week's show.

New Writing

We have continued to develop new writing by non-students with WRITEON's and Twisted Willow Theatre's devised project *The Butterfly Effect* at the Playroom.

Hire business

The provision of ready-assembled packages has continued to prove very useful and has encouraged those less experienced in technical theatre to hire equipment for external events and productions.

ADC Ticketing

The Theatre continued to provide a secure, convenient and affordable Box Office service for events happening in and around Cambridge. The Cambridge Literary Festival remained the largest external client, accounting for 17,882 of tickets sold and a gross income of £173,793, with their Winter and Spring Festivals for which we also provide an onsite box office service. The second largest client was the Cambridge University Musical Society on whose behalf 3,374 tickets were sold. This accounted for a gross income of £41,881.

Other notable clients included City of Cambridge Symphony Orchestra, East Anglia Chamber Orchestra, Camerata Musica and Ralph McTell.

We have seen an increase in old clients returning to us as well as a rise in University Societies using our services.

TICKETING IN NUMBERS

245
events

33,409
tickets sold

£346,768
value of tickets sold

GET INVOLVED & SUPPORT US



For more information on the various production roles, and how to get involved with shows at the ADC Theatre, visit adctheatre.com/getinvolved.

The ADC Theatre currently receives no external funding, yet we remain committed to keeping our ticket prices low and our bar affordable, so that both our student and local audiences can experience and enjoy the Theatre as frequently as possible. We are always mindful that any of our performers today could be the famous names of tomorrow and that they and our audiences can only thrive in a lively and affordable theatre.

We encourage participation in all forms and at all levels including:

In our productions

There are hundreds of opportunities to act in the ADC Theatre every year and our productions always require dedicated production and technical teams. Whether you're interested in acting, directing, designing, managing, building, lighting, or crewing a show, new faces are always welcome, regardless of experience. We also require volunteer stewards to help us run the Front of House in the evenings. Our stewards greet audiences, sell programmes and ice-creams, and oversee admission to the auditorium.

As a friend

With your support we can ensure that our students get the best theatrical training we can offer, with industry standard theatrical equipment, financial support for ambitious and innovative productions and an ongoing investment in our backstage facilities.

You can help nurture new talent and get closer to the theatre you love by becoming an ADC Friend for £30 per year. As such you will enjoy:

- One free ticket to a show at the ADC Theatre or Corpus Playroom
- 10% discount on two tickets per show
- 10% discount on drinks and snacks at the ADC Bar and half price ice cream
- Special offers on selected events throughout the year
- Backstage tours and Friends only events

You can join online today at adctheatre.com/friends to begin enjoying the benefits and supporting the ADC Theatre.

Our friends scheme continues to grow, with 59 current members helping to support our talent.



Katie Hook | Rhys Chamberlain | Victoria Collins | Mitchell Clarke | Connie Dent | Johannes Ruckstuhl

THE TEAM

2015-16 Executive Committee

Richard Barnes
Mark Billinge [Chair]
Sarah Cain
Mitchell Clarke
Victoria Collins
Elinor Lipman
Toby Molyneux
Sheanna Patel
Andrew Reid
Jamie Rycroft
Harry Stockwell
Jack Swanbrough
David Todd-Jones
Robin Walker

2015-16 Management Team

Mitchell Clarke: Theatre Manager
Victoria Collins: Operations Manager
Hannah Edwards: Production Manager
Rhys Chamberlain: Technical Manager
Ella Bucklow and Katie Hook: Box Office Administrator
Johannes Ruckstuhl and Connie Dent: Office Administrator

Casual Staff

88 casual staff members worked as Box Office Assistants, Bar Staff, Front of House Support and Playroom Duty Managers.

The ADC continues to provide an opportunity for young people to gain work experience in customer service roles in a supportive environment and offers a means whereby they can be provided with positive references when they go on to apply for other jobs.

Thank You

We are, as always, grateful for the ongoing support of the University of Cambridge, the University Theatre Syndicate, the Executive Committee and the CUADC Committee and for the generous help offered by many of our friends, audience members, students and volunteers.

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

Our warmest thanks go to everyone who has supported us in making this another memorable year.

adc theatre

Annual Report 2015-2016



Tribes, November 2016
production photographs by **Johannes Hjorth**

ADC THEATRE INCOME / EXPENDITURE 2015-16

	Actual 2014-15	Budget 2015-16	Actual 2015-16
INCOME			
ADC Theatre Hire	164,389	166,000	179,977
Commercial Hire	1,574	1,500	333
Corpus Playroom	13,989	12,721	10,938
Bar Surplus	55,516	59,805	63,339
Box Office	8,452	9,628	10,425
Scenic Hire Surplus	2,516	3,000	1,570
Printing Surplus	2,101	1,000	-1,316
Sundries Surplus	585	1,000	2,528
Gross Receivable Interest	14,050	13,000	15,338
ADC Support	5,709	5,100	7,228
	268,881	272,754	290,360
EXPENDITURE			
Salaries (including overheads)	137,501	160,514	144,660
Capital Expenditure	45,792	23,250	34,146
Utilities	21,244	22,000	20,654
Administration	7,704	9,050	9,512
Computing	3,164	6,840	4,067
Marketing	23,281	26,000	27,614
Estate	4,046	5,293	3,834
Maintenance	9,457	11,220	14,088
Archiving	0	0	10
Show support fund	0	500	756
Productions	-2,310	2,600	893
	249,878	267,267	260,234
Net profit on operating activities	19,003	5,487	30,125
Net income on restricted funds	598		1,064
Expenditure on ventilation project			-15,000
Expenditure on website			-12,260
Total P/L For Year per CUFS	19,601	5,487	3,929
2014-15 adjustment for Corpus Playroom fee, not in CUFS	-4244		4244
2015-16 adjustment for Corpus Playroom fee, not in CUFS			-4084
Total P/L For Year per Mgt Accounts	15,357	5,487	4,089

BALANCE SHEET AT 31-JUL-16

31-Jul-15		31-Jul-16
	Current Assets	
5,016	Current Account with University	25,264
410	Till Float	410
450	Petty Cash	424
6,361	Stock - Bar	5,109
298	Stock-Productions	654
2,115	Stock - Sundries	3,187
1,678	Stock - Printing	1,742
417	Stock - Maintenance	95
6,531	Debtors	2,238
1,028	Prepayments	0
1,620	Accrued Income	3,783
25,924		42,904
	Current Liabilities	
-1,190	Holiday Pay Liability	-1,402
-8,494	Customer Account Balances	-9,650
-937	Creditors	-1,467
-2,059	Accrued Expenditure	-6,676
-4,244	Late accrual for Corpus Playroom not in CUFS	-4,084
-12,644	Deferred income for shows after 31 July	-23,608
-3,644		-46,886
-3,644	Net Current Assets/ Liabilities	-3,982
	Long Term	
97,279	Deposit Account	76,719
416,895	CUEF	465,371
510,529	NET ASSETS	538,108
	FUNDED BY	
433,445	Operating Reserve as adjusted for Playroom fee	514,049
479	Show Support Fund	22
21,919	Restricted Reserve	24,037
455,843		538,108

455,843	Opening Reserves	510,529
15,339	Net profit in year	4,089
39,347	Revaluations on CUEF units	23,490
510,529	Closing Reserves	538,108

NOTES TO THE ACCOUNTS 2015-16

2014-15	INCOME	2015-16
	Theatre Hire	
	Income	
164,389	ADC Theatre Show Hire	183,590
0	ADC Theatre Show Hire	0
1,574	ADC Theatre Commercial Hire	333
	ADC Theatre Card Error Write Off	-3,664
	ADC Theatre Show Support Fund	-704
	ADC Theatre Hire	179,556
	Corpus Playroom	
	Income	27,232
28,294	Theatre Hire	27,228
185	Vending Machine	4
0	Show Cleaning Charges	0
	Expenditure	-20,378
-2,289	Duty Managers	-1,144
-5,807	Duty Managers (New Code)	-364
	Duty Managers (Changed Code)	-5,389
0	Vending Machine Purchases	0
-3,427	Cleaning & Hygiene	-3,208
-425	Maintenance	-222
-126	Telephone	0
-222	Licenses: Theatre	-4,244
-170	Administration	0
-2,024	ICC charges	-1,724
-4,244	Fee Payable to Corpus Christi College	-4,084
	Playroom Surplus	10,938
	Bar	
	Income	133,594

1,795	Sales - Bar Cost price	2,368
123,786	Sales - Bar	129,192
1,546	Sales - Vending Machine	2,034
1,049	Sales - Consumable	0
	Expenditure	-70,256
-37,262	Alcoholic Drinks	-33,683
-5,113	Non Alcoholic Drinks	-6,484
-6,901	Confectionery	-8,810
-1,090	Vending Machine Cans	-1,130
-3,875	Wages	-2,831
-8,646	Wages (New Code)	-9,439
-2,614	Equipment and Accessories	-319
-3,558	Catering and Bar Equipment and Accessories	-4,016
-470	Maintenance	0
0	Stationary/Miscellaneous	-3,067
0	Stationary (Second Code)	-7
0	Pre-Printed Stationary	-133
	Catering Maintenance	-205
	Printer Maintenance	-132

Bar Surplus		63,339
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Box Office

	Income	88,364
46,289	Internal Events Ticket Sales Commission	51,052
30,907	ADC Ticketing Ticket Sales Commission	32,693
888	ADC Ticketing Charges	759
129	Miscellaneous Income (Eg Clamping Fines)	401
1	Phone Sales Commission	0
	Fees/ Sales	3,459
	Expenditure	-77,939
-13,572	Credit Card Charges	-16,491
-23,307	Spektrix & Software Costs	-22,615
-498	Box Office Administrator	-677
-5,823	Box Office Assistants	-3,626
-7,701	Box Office Administrator (new Code)	-10,375
-9,505	Box Office Assistants (new code)	-195
-317	Digital Telephone Line	0
-24	Digital Telephone Line	0
-2,231	Tickets & Stationery	-2,577

-191	Misc Expenses & Error Correction	-232	
0	PDQ Rental Charges	0	
	Wages overtime; Administration	-72	
	Wages: Staff and Student Facilit	-238	
	Wages; Technicians; Non-standard	-11,449	
	Wages overtime; Technicians	-48	
	Overheads: FWP	-6,670	
	Overheads:Sundries	-2,673	
	Box Office Surplus		10,425
Scenic Hire			
Income			
167	Radio Mic Hire	142	
2,690	Scenic Hire	1,120	
70	Handling Income	308	
-967	Equipment Stock Costs	0	
	Scenic Hire Surplus		1,570
Printing & Post			
Income			7,813
4,594	Printing - Photocopier	2,214	
1,652	Printing - Large Format	1,117	
4,308	Franking Machine Income	4,483	
Expenditure			-9,129
-3,715	Photocopier Paper	-2,808	
-510	Large Format Ink Cartridges	-1,009	
0	Large Format Paper	0	
-1,762	Printers Lease	-1,906	
1,122	Other/General Miscellaneous	64	
-3,243	Franking Machine Postage	-1,793	
-345	Franking Machine Lease	-1,677	
	Printing Surplus		-1,316
Sundries			
Income			17,013
5,617	Sales - Sundries	6,555	

17,779	Sales External	10,457	
	Expenditure		-14,264
-5,032	Sundries Cost of Sales	-3,902	
-17,779	Expenditure External	-10,362	
	Sundries Surplus		2,748
ADC Support			
	Income		
900	Membership (ADC Friends)	1,250	
4,805	Donations	5,947	
0	Donations - Waived Fees	14	
	Deposit Account Interest	17	
	ADC Support Total		7,228
Reserves			
	Interest Received		
13,858	CUEF Dividend	15,104	
191	Deposit Account Interest	234	
14,050	Total Interest Received		15,338

EXPENDITURE

Salaries

-27,859	Manager	-30,724
-71,812	Manager (New Code)	-69,169
-701	Management Team	-2,184
-10,229	Office Administrator	-11,511
-2,360	Front of House Support Staff	-1,552
-7,268	Casual Duty Managers	-7,754
-5,430	Casual Duty Managers (New Code)	-145
	Departmental Clerical	-261
	Technicians; Non-standard	-7,633
	Overheads: FWP	-13,728

Salaries		-144,660
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ICC Charge

		-25,189
-11,842	XABD ICC	-13,728
-3,130	XABB ICC	-3,067
-5,882	XABM ICC	-6,670
-2,024	XABV ICC	-1,724
19,573	ICC Recovery Agreement Credit	19,005

ICC		-44,195
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Capital Expenditure

Budgeted Expenditure		23,424
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Chairs	£804.25
LX desk	£3,951.83
Radial Arm Saw	£594.97
Pat Tester	£881.50
Glasswasher/ Bar Fridge	£1,295.00
Camera For Shows	£524.99
Box Office Computers	£2,167.07
CCTV	£1,040.84

Tormentors & hardmaskers	£701.70
Fold back speakers	£6,183.70
Radio Mic Capsuels	£849.50
Music and Mic Stands	£747.60
Sound cables	£615.25
Show Relay TVs	£600.20
Wireless Handhold Microphones	£549.17
Playroom Fresnels	£360.00
UPS	£282.76
Production Office TV	£259.00
MGMT Office chairs	£236.00
Coin/note counters	£197.50
Vacum cleaners	£165.90
Flamable Paint Cupboard	£162.00
Welding Helmet	£151.62
Playroom Trolley	£76.66
Access Equipment	£72.55
Duty phone	£68.51
Desk Fans	£50.56
Sale of Equipment	-£166.67

Extraordinary Expenditure

10,722

Scanners	£1,679.00
Office Corridor Flooring	£864.91
Houselights	£4,712.96
Toilet Improvements	2721.75
Asset Labels	£743.70

Utilities

Expenditure

-13,844	Electricity	-15,366
-5,729	Gas	-3,639
-1,864	Telephones	-1,648
0	Telecoms Maintenance	0
0	Fax	0
193		0

Utilities

-20,654

Administration		
Expenditure		
-805	Theatre Licences	-717
-260	Venue Music Licences	-428
0	Hospitality Expenses	0
-1,372	Hospitality Expenses	-2,885
-3,854	Training Courses	-2,344
-83		0
-9		0
0	Admin Printing	0
-92		0
-502	Stationery	-184
-203	Pre-Printed Stationery	-224
-483	Rail Travel	-315
0	Rail Travel	0
-173	Miscellaneous	-2,178
83		0
47		0
0	Sales:Consumables	0
	General Consultancy	-35
	Business Cards	-100
	Other/General Miscellaneous	-80
	Overheads:Sundries	-22
Administration Total		-9,512
Computing		
Expenditure		
-56	Network Installation and Maintenance	-60
-36	Website	-961
0	Server Software	0
-2,646	Network Installation/Connection Charges	-2,621
-426	Administration Software	-426
Computing Total		-4,067
Marketing		
Expenditure		
-20,251	Season Brochures	-21,292
-2,244	External Design and Artwork	-2,254
-157	Publicity Distribution	-1,080

0	Website Support	0	
-125	Subscriptions	0	
-483	Advertising	-3,012	
-21	Sundries	0	
	Misc Franking Income	25	
	Marketing		-27,614
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	Estate		
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	Expenditure		
-442	FOH Areas	-122	
-2,531	Cleaning & Hygiene	-3,232	
-31	First Aid	-179	
-113	Health and Safety	-2	
0	Refuse: Rubbish Collection	0	
-27	Other/General Estates & Buildings	-270	
0	Income - Cleaning Charges	263	
-902	Security Equipent	-266	
	Conservation Projects	-27	
	Estate		-3,834
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	Maintenance		
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	Electrical Sundries and Components		-6,871
-2,233	Stage Maintenance	-2,844	
-912	Workshop Maintenance	-703	
291	Sales - Machinery / Equipment Subtotal for Co	231	
-11,465	Front of House & Bar	-901	
-27	Projection	0	
-881	Building repairs	-207	
-659		-1,680	
-39	Theatrical Lamps	-322	
0	Miscellaneous	0	
	Other/General Miscellaneous	-322	
	Overheads:Sundries	-123	
	Camp 15-16		-7,540
-953	Food	-1,118	
-196	Accommodation	-2,251	
-500	Misc	500	
0	Sales:Consumables	0	
-3,081	Projects	-4,672	
	Maintenance		-14,411

Productions		
	Income	17,106
7,288	Cost Recovery - Merchandise	8,011
1,915	Cost Recovery - Music Licences	1,828
2,709	Cost Recovery - Show Insurance	3,459
2,590	Cost Recovery - Skip Hire	3,741
400	Consumables	68
	Expenditure	-17,994
-7,324	Merchandise	-8,214
-992	Music Licences	-1,743
1,668	Insurance Services	-3,459
-3,439	Skip Hire	-3,996
-535	Gel	-336
-1,216	Theatre Lamps	-314
-753	Consumables	67
Productions		-888