

Annual Report 2022

Theatres
Trust



April 2021–March 2022

"Theatres are central to our need to come together for shared experience. They are places where we share our humanity, recognise and celebrate our differences and also, more importantly, what unites us."

Matthew Bourne
Theatres Trust Ambassador

Theatres Trust 45th Annual Report

Period ended 31 March 2022

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Theatres Trust
The National Advisory Body for Theatres
Protecting theatres for everyone

Incorporating the Annual Report
of The Theatres Trust Charitable Fund
Registered Charity No: 274697

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Chair & Director's report

The Covid 19 pandemic and its ongoing impact on the theatre sector continued to be a large part of our work. It was not until July 2021 that theatres across all four nations of the UK were permitted to reopen and theatres faced ongoing challenges in relation to returning audiences, viability of touring, show cancellations due to illness and the return of greater restrictions over the winter of 21/22. We worked with government, the media and with wider stakeholders across the theatre sector on restrictions, guidance and the issues facing theatres.

Alongside our Covid response, we continued to provide our core advice services and work as a statutory consultee within planning, offering advice to 144 theatres and responding to 376 planning, listed building and local plan consultations. We delivered our Theatres at Risk Capacity Building programme for a third year with support from Swire Charitable Trust and the Pilgrim Trust, and an anonymous donor has enabled us to expand our advisory team with a new Theatres at Risk Adviser role. We have also engaged with UK and Scottish governments about their respective planning reforms and in Scotland have contributed to strengthened provisions for culture in the new draft national planning framework.

An emerging trend as lockdown restrictions started to ease has been a small but concerning number of theatres becoming at risk owing to changes of ownership, the discontinuation of operating contracts, or local authorities looking to make savings or generate income by selling or redeveloping formerly active theatres. As a result, our 2022 Theatres at Risk Register included an unprecedented additional 10 theatres. As well as working with local communities and other stakeholders to save these theatres, we have engaged with the Local Government Association (LGA) to highlight this issue and contributed to government and LGA consultations and forums about the value of theatres and wider culture in Levelling Up and placemaking.

A further concern over the year has been the increasingly challenging funding environment for much-needed capital repairs and improvements to the nation's theatres. Reduced reserves and shrinking

capital grants budgets at arts councils, trusts and foundations, alongside increased construction costs, present an ongoing issue for theatres. Some of our Corporate Supporters kindly gifted their time to research the capital needs of the sector and we worked with Arts Council England to make the case to government. This research also highlighted the significant carbon reduction benefits of investing in sustainability improvements to theatre buildings.

Sustainability has been a major strand of work this year. As a lead partner in the Theatre Green Book we were delighted to support the finalisation and publication of all three volumes covering productions, buildings and operations. After a year's hiatus due to the pandemic our November 2021 conference focused on sustainability and the Theatre Green Book, which proved very popular with the sector. We are seeing a gradual increase in planning applications featuring sustainability measures and continue to fund theatres' sustainability projects through our Theatre Improvement Scheme. We are extremely grateful to The Wolfson Foundation which has agreed to fund this programme for a further three years.

We were also very pleased to start a new partnership with The Linbury Trust, with additional donations from Judy Craymer CBE and the Charles Michael Holloway Charitable Trust, to support our Small Grants Programme. In total across all our grants programmes, we have been able to support 38 theatres with grants totalling £293,000, to improve accessibility, viability and environmental sustainability.

In what continued to be a difficult environment for our sector, we remain extremely grateful to all our dedicated funders, donors, sponsors, Corporate Supporters, Patrons and Friends, including the many theatre producers and venues who supported our successful Christmas bucket shake campaign. Their generosity has enabled us to achieve our ambition to deliver much-needed support to the sector. We would also like to thank our Ambassadors who have been so helpful with fundraising and continue to lend their valuable voices in support of our work.

We are grateful to the Trustees who freely give up their valuable time to offer their expertise in support of the Trust's work and we would like to express our thanks and gratitude to the staff team who have worked incredibly hard to deliver a strong programme of activity in support of theatres. This year has seen a lot of changes at Trustee level with Tim Eyles retiring as Chair in August 2021 after more than six years' fantastic service to the Trust and the appointment of Dave Moutrey as Chair, along with a further four new Trustees, in February 2022. Our thanks and gratitude to Paddy Dillon and Katie Town who respectively took over as Chair in the interim.

As we emerge from the pandemic, the future for the theatre sector is challenging and unpredictable and Theatres Trust remains a vital advocate and support for the health of the UK's theatres. With the Board now almost back to full strength, we look forward to working together with the Trustees and the staff team to develop a new three-year plan which will ensure the Trust has the right priorities and programmes to support our theatres to not only survive but thrive in the future.

Dave Moutrey OBE
Chair

Jon Morgan
Director



Our purposes and activities

The purposes of The Theatres Trust Charitable Fund are:

'To promote the advancement and improvement of general education in relation to all aspects of the dramatic arts and the development of public appreciation of such arts, particularly by promoting the maintenance, use and better protection of theatres and places of entertainment for the benefit of the nation by all charitable means.'

The Theatres Trust Charitable Fund (Registered Charity No: 27469) was established in 1977 to support and deliver the work of the Theatres Trust, which was established in 1976 by Act of Parliament. The Secretary of State for Culture, Media and Sport appoints the 15 trustees of the Theatres Trust. They provide the Trust with influence and are recognised as leaders in their fields. Trustees sit on the councils of both the Theatres Trust and The Theatres Trust Charitable Fund and are responsible for governance of both organisations. They meet quarterly and guide the strategic direction of the Trust's work, which is delivered through its staff team.

Our Vision

We believe that current and future generations should have access to good quality theatres where they can be inspired by and enjoy live performance.

Our Mission

We are the national advisory public body for theatres. We champion the future of live performance by protecting and supporting excellent theatre buildings which meet the needs of their communities.

We do this by providing advice on the design, planning, development and sustainability of theatres. We offer financial assistance through grants, help people discover more about theatres and campaign for theatres at risk.

Review of 2021/22

We are reporting our work in 2021/22, including our ongoing response to the Covid pandemic, against our three main aims, as follows:

Advice & Planning

We will provide the expert advice needed to enable theatres to be created, retained and adapted for live performance and to meet the changing needs of their communities.

Campaigning

As the nation's most powerful champion for the cause of theatres, we will campaign to secure the future of the UK's theatres and to save theatres that are at risk.

Grant giving

We will provide strategic capital funding to theatres to help them remain sustainable and adapt to future needs.

Achievements and performance

Advice & Planning

We will provide the expert advice needed to enable theatres to be created, retained and adapted for live performance and to meet the changing needs of their communities.

Advice

One-to-one expert advice

Over 2021/22, we provided advice to 144 different theatres. Many of those theatres were provided advice on an ongoing basis throughout the year. This included a broad range of advice from operating models and governance as theatres adjusted in the face of continued uncertainty, through to more technical advice on ventilation, ceilings and best practice sustainability projects. Trends emerged in capital project advice with a high volume of fundraising and viability study enquiries. We also provided support to 33 theatres / theatre groups on the Theatres at Risk Register.

Sustainability and Theatre Green Book

As theatre began to emerge from the pandemic, Theatres Trust advocated for the sector to play its part in protecting the planet in the face of the climate crisis. We continued to be a leading partner along with ABTT and Buro Happold on the Theatre Green Book initiative, co-ordinated by Trustee Paddy Dillon and Renew Culture. This included hosting roundtable discussions to develop the

Clair Hall, Haywards Heath

Clair Hall is a civic hall purpose built for theatre use, which was a popular community performance space before the pandemic and the only venue in the area. Since Mid Sussex District Council agreed to remove Clair Hall from its leisure contract with Places Leisure with an initial recommendation for permanent closure, Theatres Trust has been supporting the local campaign group that was formed to save the theatre. We also advocated for a full public consultation process, which the council has since carried out, identifying continued theatre use as the public preference for the building, leading to an options appraisal being commissioned. Clair Hall was added to our Theatres at Risk Register in January, which helped raise its profile in its local area.

Sustainable Buildings volume and promoting the project to our networks to encourage its adoption. In January, the Theatre Green Book won The Stage Award for Innovation with the judges praising it as "a progressive, collaborative response to the climate emergency".

Our annual conference returned in November after a year's absence due to the pandemic and focused on Making Theatre Sustainable, looking at every aspect from productions to buildings and how we run them. Conference 21 provided an opportunity to hear from the team of sustainability and theatre specialists behind the Theatre Green Book and from theatres who are already applying it in practice in their productions and buildings. Research on the cost and carbon reduction benefits of making the UK's theatre sustainable was released to coincide with a conference session on the topic (see Campaigning section). Held at Lyric Theatre, Hammersmith, it was our largest conference to date with more than 350 attendees from a wide range of theatre disciplines.



Planning

As a statutory consultee, the Theatres Trust's planning advice aims to safeguard theatre use and to ensure theatre buildings are fit for purpose.

We responded to 151 planning applications, 85 listed building consultations, 22 pre-applications and 2 appeals in 2021/22 across the UK. These included proposals for extensive alterations and refurbishments at Theatr Clywd in Mold; a new theatre at Eastwood Park in Giffnock, Glasgow to replace the existing theatre; internal and external alterations, restorations and back-of-house improvements at the Troxy in London Borough of Tower Hamlets to allow larger-scale shows; a front extension at Felixstowe's Spa Pavilion to increase and improve bar and restaurant provision; and significant reorganisation of the auditorium at the London Playhouse to facilitate a cabaret-style layout for the high-profile run of the show Cabaret alongside permanent alterations at basement level for hospitality space and improved accessibility.

We objected to a number of applications during this year including the replacement of Theatre at Risk Dudley Hippodrome with a college building, conversion to residential of former Imperial in Walsall (see Theatres at Risk section) and at the Regal in Rotherham. We objected to the complete demolition of the Sandonia in Stafford, urging for retention of at least the decorative front façade. We also successfully objected to a nine-storey residential development adjacent to the Old Vic Theatre in London which would have negatively impacted its setting. We objected to installation of an internal glass lobby at the Coliseum in London's West End, which we considered to be insensitively located and following work with the applicant and their team, an improved proposal was submitted in an alternative location.

Of the 260 planning, pre planning and listed building applications and appeals, 210 were from England, 31 from Scotland, 18 from Wales and 1 from Northern Ireland, and we achieved a 100% record of responses submitted within the agreed timeframes.

Local Plans and Planning Policy

Theatres Trust received 417 local planning policy consultations between 1 April 2021 and 31 March 2022 and responded to 116 of these to encourage local authorities to include the protection and enhancement of cultural facilities in their planning policies. These included local plans, development management policies, area action plans, neighbourhood plans, supplementary planning documents, and community infrastructure levy consultations.

Former Empire in Cleethorpes

The Grade II listed Empire opened as the Alexandra Theatre in 1889, later being adapted for cinema use, then bingo and most recently used as an amusement arcade. We conditionally supported plans to bring the upper parts of the auditorium back into use as a function and performance venue, which would see the disused and deteriorating parts of the building restored to active use and the Empire brought back to something close to its original purpose. However, we raised concerns about the plans for residential use on the second floor, which would be incompatible with performance use and do irreversible harm to some historic features. We were pleased that our comments were taken into consideration and the plans amended to have bar / restaurant use on the second floor, which would protect the decorative feature, paintings and murals and works better alongside a performance space.



Achievements and performance

Campaigning

As the nation's most powerful champion for the cause of theatres, we will campaign to secure the future of the UK's theatres and to save theatres that are at risk.

Making the case for support for theatres during the pandemic

With ever-evolving restrictions as the pandemic moved into a second year, Theatres Trust continued to work with colleagues across the sector to make the case for theatre to government. Jon Morgan continued to contribute to Department for Digital, Culture, Media and Sport (DCMS) Events and Entertainment Working Group on Covid restrictions and guidance for theatres. We remained a strong public voice for the sector, commenting on the impact on the sector of the differing support packages and restrictions. Our comments were picked up by a wide range of media, resulting in more than 1,400 mentions relating to the pandemic.

Advocating for investment in theatres

Beyond the pandemic, Theatres Trust advocated for the positive role of theatres on high streets and town centres, particularly in relation to the government's Levelling Up agenda. We have also been clear on the need for ongoing investment in the UK's theatre infrastructure, as funding for capital projects is scarce and many theatres urgently need upgrades to be more sustainable and viable. Research by leading consultancies AECOM, Avison Young, Bristow Consulting and Buro Happold for Theatres Trust revealed the costs and benefits of upgrading theatres to be fit for purpose. Matching the current state of theatres against the costs of recent refurbishment projects, analysis of 100 representative UK theatres estimated that £1.1bn is

needed to make them sustainable and suitable for modern audiences. Theatres Trust will build on this research and continue to make the case for much-needed investment in our theatres.

Theatres at Risk

The Theatres at Risk Register lists theatre buildings across England, Scotland and Wales that are most at risk of being lost, but which the Theatres Trust believes have real potential for a sustainable future as a working performance space.

The 2022 Register consists of 41 theatres, including an unprecedented 10 new additions. We held an online event, sponsored by Tysers, for key stakeholders to support the announcement of the new list, which was attended by around 180 people including MPs, funders, local authorities and representatives from Historic England and the Department for Digital, Culture, Media and Sport. The keynote speech was given by the Arts Minister Lord Parkinson with panel discussions focusing on theatres' role in placemaking and how collaborative working is essential to progress with theatres at risk. The press release focused on the new additions to the list and the wider trends they represent. The announcement achieved more than 60 pieces of media coverage, including ITV Meridian, BBC Radio 4, Times Radio, Evening Standard and several local BBC radio stations. It was supported on social media by Theatres Trust Ambassadors, helping the campaign reach a wider audience.

Beyond the launch event, we supported Theatres at Risk throughout the year with advice and by raising the profile of their individual causes. This has included initial discussions with potential new owners highlighting the opportunities offered by these theatres, capital works advice, advising groups in the initial stages of formation, and working with local authorities and public funders to support these important community buildings. Thanks to funding from Swire Charitable Trust and the Pilgrim Trust, we were able to support three theatres through the Theatres at Risk Capacity Building Programme, with projects ranging from a building valuation survey to viability and community feasibility studies.

Supporting environmental-sustainability planning applications

Theatres Trust encourages sustainability-led initiatives, and we are seeing an increase in planning applications particularly for solar panels with a number coming forward this year. The cost savings from reduced energy bills are particularly beneficial to the longer-term financial sustainability and viability of theatres. With historic theatres, there can be challenges balancing sustainability and the architectural significance of buildings so we make assessments on a case-by-case basis. We were pleased to support applications for solar panels at Colchester Arts Centre, the Met in Bury, Harrow Arts Centre and the 1930s Art Deco Joseph Rowntree Theatre in York, all of which are Grade II listed, as these schemes involved minimal impact on their buildings' special characters. We also supported 'Prior Approval' for PV panels under permitted development at the Unicorn in Southwark, London, Central Theatre in Chatham, the Artrix in Bromsgrove and the Orchard Theatre in Dartford.

Scotland's Fourth National Planning Framework (NPF4)

We continued our engagement with Scottish Government around planning reform and worked directly with the Planning and Architecture team to contribute to the drafting of strengthened provisions for culture. Scottish Government published its draft Fourth National Planning Framework in November 2021 for consultation, and it includes a number of our recommendations to help promote and strengthen protections for theatres and other cultural buildings through national planning policy. Proposed measures include local development plans supporting opportunities for jobs and investment in culture, heritage and the arts, supporting cultural meanwhile use, strengthened protections to avoid unnecessary loss of cultural spaces and incorporation of the Agent of Change principle. Following the public consultation we aim to continue working with Scottish Government through to formal adoption of the framework.

Significant progress was made over the year by a number of Theatres at Risk, including building and other capital improvements progressed at Morecambe Winter Gardens, Leith Theatre, Burnley Empire, Walthamstow Granada and Palace Theatre Swansea, as well as the purchase of Spilsby Theatre by the resident operator enabling it to fundraise for vital capital works. In September 2021 we also celebrated the successful reopening of former Theatre at Risk Stockton Globe following a major restoration project led by Stockton Council.

The Imperial, Walsall

The Imperial is a rare example of a theatre derived from an agricultural hall, converted to theatre use in 1880 and retaining its original architectural character. The building had most recently been a pub but has been vacant since 2016. We strongly objected to an application to convert the theatre to residential use, which would have only retained the façade. We also successfully submitted a listing application to Historic England, which resulted in the theatre being Grade II listed in January 2022. As the planning application was still undetermined, we made the decision to add the Imperial to the Theatres at Risk Register. This has opened up discussions with both the council and the owner about sympathetic alternative uses for the building that will allow community access and help draw footfall to this area of the town. While there is still a way to go with this project, we hope the positive discussions will provide a successful outcome.

Theatres Database

Led by Theatres Trust, the aim of this project is to create a user-friendly and comprehensive database that is useful to theatre operators, producers, local authority planning and culture departments, heritage researchers, and cultural policy makers and will be a powerful tool for advocacy for the theatre sector. With support from Historic England, we appointed an independent technology consultant to establish the data and functionality requirements for a new theatres database. A number of roundtables of representatives from theatre operators, producers, industry suppliers and sector bodies were held to identify a specification. We anticipate commissioning the new database in 22/23.



Consultations

As part of our campaigning work on behalf of theatres we responded to national and regional consultations on issues impacting theatres. These included DCMS Select Committee consultation on Levelling Up and Cultural Placemaking, DCMS stakeholder roundtable consultation on the new Community Ownership Fund, Local Government Association roundtable consultation on the role of Combined Authorities in supporting the Creative Industries and Scotland's National Planning Framework 4 (see case study on page 8).

Contribution to industry events

We worked with our partners to support theatres and contributed to the wider debate on theatres, culture, sustainability and placemaking:

City Walls: Why indie city culture & live arts matter

National Planning Adviser Tom Clarke took part in a panel discussion hosted by Planning Law, Unplanned on Clubhouse.

Creative Towns: Future of Theatre in Towns

Architecture Adviser Claire Appleby spoke about the environmental benefits of energy efficient refurbishment over demolition and re-build.

Creu Cymru Culture Café

Director Jon Morgan talked about progress in lowering the carbon footprint of the theatre sector.

Future of Theatre

Jon Morgan spoke on a panel about what theatre buildings could look like in 2040 and Trustee Paddy Dillon spoke on a panel about Building Back Better at The Stage conference.

Local Government Association Culture Tourism and Sport Board

Jon Morgan presented the challenges and priorities for theatres during the pandemic.

Making Drama Out of a Crisis

Theatres Adviser Tom Stickland talked about the challenges theatres have faced due to Covid in a Clubhouse event hosted by former Trustee, planning lawyer Simon Ricketts.

Open High Streets: Historic Buildings = High Street Heroes

Claire Appleby spoke about theatres' role in reviving high streets at the Heritage Trust Network webinar.

Reopening Theatres

Tom Stickland was a guest on the New Wolsey Theatre podcast, discussing bringing theatre back into use.

Theatre All Party Parliamentary Group

Tom Stickland programmed the meeting about sustainability and Paddy Dillon gave an overview of the Theatre Green Book.

Theatre Green Book South West launch

Claire Appleby gave an overview of the project.

Theatres at Risk

Claire Appleby gave a talk about the 2021 list for the Frank Matcham Society.

Wellbeing Outside of Work

Tom Stickland spoke at the Shadow Cabinet Roundtable about sport and cultural activity.

What Next?

Jon Morgan gave an overview of the Theatre Green Book at the theatre sector discussion forum.



Achievements and performance

Grant giving

We will provide strategic capital funding to theatres to help them remain sustainable and adapt to future needs.

We awarded 38 grants totalling £293,000 across three schemes. Our grants funded projects that improve the accessibility, viability and environmental sustainability of theatres, make theatres Covid-secure and help Theatres at Risk campaign groups take the next strategic steps towards saving their local theatre.

Small Grants Programme supported by The Linbury Trust

This new grant scheme was launched in 2021 in partnership with The Linbury Trust and supported by additional donations from Judy Craymer CBE and the Charles Michael Holloway Charitable Trust. Over two rounds, we awarded grants totalling £127,500 to 27 theatres:

Angles Theatre, Wisbech; Brookside Theatre, Romford; Citizens Theatre, Glasgow; Dolman Theatre, Newport; Finborough Theatre, London; The Garage, London; Hackney Empire; Lawrence Batley Theatre, Huddersfield; Liverpool's Royal Court; Lyric Theatre Hammersmith; Malvern Theatres; The Old Library, Bodmin; Omnibus Theatre, London; Pateley Bridge Playhouse, Harrogate; Robin Hood Theatre, Newark; Romiley Little Theatre; Seven Dials Playhouse, London; Sheppey Little Theatre; Stables Theatre, Hastings; Stanley Arts, London; Theatr Brycheiniog, Brecon; Theatre Royal Bury St Edmunds; Teatro Technis, London; Tower Theatre, Folkestone; Trinity Theatre, Tunbridge Wells; Warminster Athenaeum, Worcester Swan

Changing Places toilets

Two theatres were funded by the Small Grants Programme to install Changing Places toilets, which represent best practice in accessibility standards. At Malvern Theatres in Worcestershire the facility has been installed in the new studio extension for its creative learning programme, making its expanding programme accessible to even more of its audiences. It is the first Changing Places toilet in the district. Glasgow's Citizens Theatre will install a Changing Places toilet as part of its major redevelopment programme, making the venue accessible to all for the first time in its history.

Theatr Brycheiniog, Brecon

A leading mid-scale venue and important community theatre, Theatr Brycheiniog co-produces original productions alongside professional and community performances. Following a successful pilot of filmed performance during the pandemic closure, a £5,000 grant from the Small Grants Programme has funded the purchase of new technology to improve the venue's digital infrastructure, enabling it to deliver a wider programme of work and reach new audiences.

Hackney Empire

Designed by renowned theatre architect Frank Matcham for the Stoll Moss Group, Hackney Empire opened in 1901 and is now a Grade II* modern variety theatre at the heart of one of London's most diverse boroughs. A £5,000 grant from the Small Grants Programme enabled urgent roof repair to prevent water ingress and structural damage. This remedial work will then allow solar panels to be installed, which will make the building more environmentally sustainable and make substantial savings in energy costs.

Theatre Improvement Scheme with the Wolfson Foundation

The Wolfson Foundation renewed its support for the Theatre Improvement Scheme, committing a further £360,000 over three years of funding for 'Improving Environmental Sustainability'. In 2021/22, we awarded eight grants totalling £120,000:

Dundee Repertory Theatre; Oxford Playhouse; The Courtyard Theatre, Hereford; The Customs House, South Shields; The Roses Theatre, Tewkesbury; The Royal Lyceum, Edinburgh; Theatre Royal Winchester, Wilton's Music Hall, London

The Roses Theatre, Tewkesbury

The Roses Theatre in Tewkesbury is a centre for arts participation, serving audiences across Gloucestershire and south Worcestershire, with a focus on under-represented groups and areas of low engagement. With a £11,219 grant from the Theatre Improvement Scheme, the theatre will implement a variety of quick adaptations, from insulating pipes to installing smart controls and auto-off sensors. This is a great example of how small measures can collectively make a big impact in reducing a building's energy and water consumption.

Theatres at Risk Capacity Building Programme

Thanks to funding from Swire Charitable Trust and the Pilgrim Trust, we were able to support three Theatres at Risk with grants totalling £45,500 to progress work to revive their local theatre, including a building valuation survey and viability and community feasibility studies.

Co-op Hall Ramsbottom, Grand Theatre Doncaster, King's Theatre Kirkcaldy

The Grand Theatre, Doncaster

An £11,500 Theatres at Risk Capacity Building Programme grant has enabled Doncaster Council, the campaign group, and the building owner to come together for the first time to form a stakeholder group, commission a viability study and work on a shared vision for the Grade II listed building. The resulting report has provided an agreed route towards realising a restored and reopened building, serving its local community. The study also demonstrated huge support from the local community and clear market demand. The stakeholder group is now looking towards the next stage of works, to determine architectural options and further knowledge gathering about the condition of the building.



Financial review

Income for the year across both The Theatres Trust and The Theatres Trust Charitable Fund (Registered charity No. 274697) was £80,609 higher for the year ended 31 March 2022 than in the previous year. This was due to higher Theatre Rent & Proprietary Seats income of £98,935, higher Conference & Events income of £43,699, higher Advertising & Publication income of £19,463, but lower investment income of £242. We also

received an insurance pay out of £34,912 for loss of Proprietary Seat income during the lockdown. However, our income from grants and donations was £116,158 lower than in 2020-2021.

Resources expended in the year were £126,595 lower than in 2020-2021. Theatre Protection Grants given during the year were £207,631 lower than in the previous year.

The value of The Theatres Trust Charitable Fund's investment portfolio decreased during the year such that the market value of the portfolio at 31 March 2022 was £1,151,602. The relative performance of the portfolio was closely aligned to the general market trend.

In 2022-2023 the Trustees will develop a new policy in line with our ongoing strategy to both invest some of our unrestricted reserves and continue to fundraise to deliver new programmes and to increase our overall impact. In 2018-2019 we designated £210,000 to restructure the organisation including additional staffing to deliver improved advocacy, marketing and fundraising and to invest in key resources including CRM, Archive

and Theatres Database. The year-end balance in this designated fund was £141,584. In 2018-2019 we had also allocated £125,000 of our own resources to match fund any grants we receive from Trusts and Foundations against an ambitious three-year fundraising target. The year-end balance in this fund was 97,709.

The financial statements for The Theatres Trust and The Theatres Trust Charitable Fund for the year ended 31 March 2022 are summarised here. Copies of the full audited accounts may be obtained free from the Theatres Trust. The auditors have given unqualified opinions on the accounts of both organisations.

The Theatres Trust

	2022	2021
	£'000	£'000
Income		
Theatre Rents Receivable	417	393
Sale of Proprietary seats	75	-
Conferences and events	44	-
Bank interest	-	-
Other income	35	-
Total income	571	393
Less Expenditure		
Administrative expenses	116	110
Conferences and events	48	4
Other expenditure	5	5
Total expenditure	169	119
Surplus of income over expenditure	402	274
Less covenanted payment to The Theatres Trust Charitable Fund	(402)	(274)
Less Taxation	-	-
Net movement in funds	-	-
Funds brought forward	217	217
Total Funds	217	217
Funds		
Accumulated fund	67	67
Capital Provision fund	150	150
Total Funds	217	217

The Theatres Trust Charitable Fund

	2022	2021
	£'000	£'000
Income		
Covenanted payment from The Theatres Trust	402	274
Administration charge paid by The Theatres Trust	116	110
Historic England Grant	30	40
Other grants and donations received	417	523
Other income	79	59
Total income	1,044	1,006
Less expenditure		
Direct Charitable Expenditure	928	1,102
Costs of generating funds	84	79
Total expenditure	1,012	1,181
Surplus of income over expenditure	32	(175)
Net gains/(losses) from investments	53	194
Net movement in funds	85	19
Funds brought forward	1,102	1,083
Total Funds	1,187	1,102
Funds		
General Fund	220	220
Theatres Protection Fund	-	-
Other Restricted Funds	98	112
Organisational Development & Transition Fund	142	96
Match Funding Fund	98	98
Capital Provision Fund	629	576
Total Funds	1,187	1,102

Our Ambassadors

Theatres Trust is grateful to our Ambassadors for their support throughout 2021/22. Our Ambassadors are:

Samira Ahmed

Journalist, broadcaster and documentary maker

Gemma Arterton

Actress

Alan Ayckbourn

Playwright and theatre director

Michael Ball

Musical theatre star, recording artist and radio and TV presenter

Pippa Bennett-Warner

Actress

Matthew Bourne

Choreographer and director

Jo Brand

Comedian

Dara Ó Briain

Comedian and television presenter

Alexandra Burke

Singer, songwriter and actress

Simon Callow

Actor, author and director

Jack Dee

Comedian, actor and writer

Mel Giedroyc

Television presenter and actress

David Hare

Playwright and film-maker

Miranda Hart

Comedy writer and actress

Lenny Henry

Comedian, actor and writer

Cassidy Janson

Actress and singer

Beverley Knight

Actress and singer

Kwame Kwei-Armah

Actor, playwright, director and broadcaster

Jude Law

Actor

Cameron Mackintosh

Producer and theatre owner

David Morrissey

Actor and director

Bill Nighy

Actor

Elaine Paige

Actress, singer, producer and radio presenter

Siobhan Redmond

Actress

Tim Rice

Author and lyricist

John Simm

Actor, director and musician

Meera Syal

Actress and writer

Andrew Lloyd Webber

Composer, producer and theatre owner



Our supporters

The many funders, donors, Corporate Supporters, Friends and Patrons of Theatres Trust are extremely important to our work, giving their time and valuable support. The Trust would like to take this opportunity to thank all those who have given their support during 2021/22.

Major donations & funders

Judy Craymer CBE
Charles Michael Holloway Charitable Trust
John Coates Charitable Trust
Dominic Lowe
Historic England
Illuminate Financial
NTP Transatlantic – anonymous donor
The Linbury Trust
The Peter Storrs Trust
The Pilgrim Trust
Swire Charitable Trust
Theatre Royal Haymarket
The Tolkien Trust
Wolfson Foundation

Christmas bucket campaign

We would like to thank the producers, cast, crew and all of the staff at:

Aldwych Theatre – Tina the Musical
Apollo Theatre – Magic Goes Wrong
Criterion Theatre – Pride and Prejudice (sort of)
Dominion – The Prince of Egypt
Edinburgh Playhouse / Manchester Palace Theatre / Theatre Royal
Plymouth – White Christmas
Grimsby Auditorium – Cinderella and Rock of Ages
Lyceum Theatre – The Lion King
Piccadilly Theatre – Moulin Rouge
Playhouse Theatre – Cabaret
Shaftesbury Theatre – & Juliet
Theatre Royal Drury Lane – Frozen
Vaudeville Theatre – Six

Theatre Green Book funders

Aecom
AHMM
Bristow Consulting
Charcoalblue
English National Opera
Gardiner & Theobald
Glyndebourne Opera
Haworth Tompkins
Ingleton Wood
Laing O'Rourke
National Theatre
Plann Ltd
Royal Opera House
Sadler's Wells
Scottish Opera
Stage Electrics
Theatreplan Ltd
The Wolfson Foundation

Patrons

Lord Archer
Clyde Cooper
Steve and Linda Simpson

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Honorary Life Friends

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Life Friends

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Pamela Whitton
Colin Winslow
Alex Wood
Steve Woolley
Ian Wren
David Wright
Richard York
Stefano Zarelli

We remember those Friends who have sadly passed away:

Barry R Chandler
Gerald Smith
Robert Wildgust

Trustees

Dave Moutrey

Chair (from February 2022)
Director and Chief Executive of HOME and Director of Culture for Manchester City Council

Katie Town

Interim Chair (January - February 2022)
Theatre management professional, currently Executive Director of Theatre Royal Wakefield

Paddy Dillon

Interim Chair (September - December 2021)
Theatre architect, conservationist, writer and broadcaster (retired December 2021)

Tim Eyles

Chair (retired August 2021)
Chair of The Jerwood Charitable Foundation and of the Royal Society of Arts, and former Managing Partner at Taylor Wessing.

Richard Baldwin

Chartered quantity surveyor and currently Head of Development at Derwent London (retired December 2021)

Paul Cartwright

Chartered accountant and private equity professional

James Dacre

Artistic Director of Royal & Derngate Theatres in Northampton (from February 2022)

Suba Das

Creative Director Liverpool Everyman and Playhouse Theatres (from February 2022)

Annie Hampson

Former Chief Planning Officer at the City of London

Stephanie Hall

Barrister specialising in town and country planning at Kings Chambers (from February 2022)

Richard Johnston

Theatre management professional, former Chief Executive of Delfont Mackintosh Theatres

Gary Kemp

Musician and actor

Lucy Osborne

Set and costume designer and co-founder of studio three sixty (from February 2022)

Jane Spiers

Theatre management professional, currently Chair of National Theatre Scotland and former Chief Executive of Aberdeen Performing Arts

Truda Spruyt

Managing Director Culture at communications agency, Four Culture

Staff

Jon Morgan Director

Claire Appleby Architecture Adviser

Natasha Berg Administrator (until July 2021)

Kate Bierman Development Director

Kate Carmichael Communications Coordinator

Tom Clarke National Planning Adviser

Justine Harvey Marketing & Communications Manager

Janina McBride Theatres at Risk Adviser (from August 2021)

Sofia Oliva Administrator (from January 2022)

Ashish Shah Finance Manager

Tom Stickland Theatres Adviser

Laura Wootten General Manager (from August 2021)

Consultants

Mark Price Heritage Consultant

Nicky Rowland Sponsorship and Advertising Consultant

Volunteers

Ian Grundy

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Page 13: Citizens Theatre illustration. Credit Bennetts Associates
Page 16: Theatres Trust Director Jon Morgan with Ambassadors Simon Callow, David Morrissey, Cassidy Janson and Tim Rice, and Trustee Gary Kemp at the Ambassador Theatre. Credit Theatres Trust
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Protecting theatres for **everyone**



In 2021/22

Advice

144

We provided specialist, tailored advice to 144 theatre organisations



Planning

376

We commented on 260 planning and listed building applications and 116 local planning documents

Grants

£293k

Our Theatres Protection Fund has awarded more than £293,000 to 38 theatres across the UK



Advocacy

1,800

We were a strong public voice for theatres with over 1,800 press and media mentions