

THE ILKLEY PLAYERS CLUB

NOTICE IS HEREBY GIVEN that the 35th ANNUAL GENERAL MEETING OF THE ILKLEY PLAYERS CLUB will be held on Tuesday 20th June 2017 at THE PLAYHOUSE, WESTON ROAD, ILKLEY AT 7 30PM.

AGENDA

1. Apologies for absence
2. President's opening remarks
3. To receive and approve the minutes of the 34th Annual General Meeting
4. To receive the report of the chair
5. To receive the treasurer's report
6. To elect the officers and committee for 2017/18
7. To appoint the independent examiner for 2017/18
8. Any other business

David Park
Secretary Ilkley Players Club 2016/17

ILKLEY PLAYERS LIMITED

NOTICE IS HEREBY GIVEN that the 16th ANNUAL GENERAL MEETING OF ILKLEY PLAYERS LIMITED will be held on Tuesday 20th June 2017 at THE PLAYHOUSE, WESTON ROAD, ILKLEY, immediately following the AGM of the ILKLEY PLAYERS CLUB

AGENDA

1. Apologies for absence
2. President's opening remarks
3. To receive and approve the minutes of the 15TH Annual General Meeting of Ilkley Players Ltd
4. To receive the reports previously made available
5. To confirm the appointment of President
6. To elect the Officers, Trustees and ETC Committee for 2017/18
7. To appoint the independent examiner for 2017/18
8. Open Forum

Nicola Swan
Secretary Ilkley Players Ltd 2016/17

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**Minutes of the 34th Annual General Meeting of the Ilkley Players Club held on
Tuesday 21st June 2016**

1. APOLOGIES

By proxy – EN and J Williams, B Stamp, Caroline Moseley, Ann Cicognini, Graham Peacock, Christine and Brian Castle, Tony and Ann Gilroy (9 votes for Chairman and 1 for David Park).

Plus – Alan Dyson, Mollie and Ray Williams, Susan Wilcock, Sue Piper, Tim and Ann Mutton, Mike and Nourie Elsmore, Dennis and Lesley Keith, Diane Smith, Damien O’Keeffe, Cath Chamberlain, Chloe Walker, Dick Hebbert, Angela Harvey, Geraldine and Paul Woodhouse, Jean Garbutt, Barbara Davy and Pat Wildman.

PRESENT – Hilly Rundle, Judith Ratcliffe, Barry Strong, Paula Mason, Geoff Naylor, Sadie Richardson, Brenda Jones, Val Williams, Maura Fisher Peake, Claire Emmott, Andrew Leggott, Janet Park, Patrick Hebbert, John Wise, Sheila Morgan, Rachel Vernelle, Len and Mary Taylor, Jamesine Cundell Walker, MA Wade, Marcia Natress, David and Betty Calverley, David Higgins, David Park, Rosie Bond and Graham Smith.

2. PRESIDENT’S OPENING REMARKS

Roger Davy opened the meeting by welcoming everybody but deferring further detail until the IP agenda.

3. TO RECEIVE AND APPROVE THE MINUTES OF THE 33RD AGM

Proposer – Hilly Rundle. Seconder – Maggy Warren

4. TO RECEIVE THE REPORT OF THE CHAIR

DP read out on behalf of Dennis Keith.

5. TO RECEIVE THE TREASURER’S REPORT

Profit on the box was up by approx. £2,000 and by almost £5,000 on the coffee bar, mainly due to Chloe Walker’s efforts during Lit Fest and Film Festival. Social events remain profitable and £18,000 was donated to the theatre.

Proposer – Maura Fisher Peake. Seconder – Andrew Leggott

6. TO ELECT THE OFFICER AND COMMITTEE FOR 2016/17

David Park (now licensee), Dennis Keith, Angela Harvey, Sue Piper, Michael Brear, Hilly Rundle, Jonty Hawkes and Cath Chamberlain elected. Joy Bray co-opted.

7. TO APPOINT THE INDEPENDENT EXAMINER FOR 2016/17

Alan Barker and Co

Proposer – Rosie Bond. Seconder Ian Wilson

8. AOB

None

The meeting closed at 7.50pm

Players Club (Bar) – Annual Report for 2016/17

The committee elected at the AGM in 2016 was David Park, Angela Harvey, Cath Chamberlain, Hilly Rundle, Sue Piper, Dennis Keith, Michael Brear and Jonty Hawkes with Joy Bray co-opted. At the first meeting Jonty Hawkes was elected Chairman, Dave Park Secretary and Cath Chamberlain Treasurer.

We are pleased to announce that this year we have raised funds of over £15,000 which have been transferred over to Ilkley Playhouse.

It is 2 years since our last full price review so we will shortly be doing another review. Get your drinks in now before any price increases happen!

Our beer suppliers have changed. Ilkley Brewery stopped bottling Ilkley Black so we changed to a beer from the Grey Hawk Brewery. Unfortunately, we have just found out that Grey Hawk & Copper Dragon are no longer bottling their own beers so the search is on for suitable replacements from local breweries. We still get one beer from Wharfedale Brewery, wines from Martinez and soft drinks from H.B. Clarke.

Ian Sargeant (Facilities Manager) continues to do a good job keeping the bar stocked and the ice machine flowing.

Very sadly, Angela Harvey passed away shortly after Christmas. As a committee, we would like to acknowledge her for her many years of service on the committee and to the Club. Over the years she has organised the manning of the bar for numerous events and more recently acted as committee secretary. She is sorely missed by the committee and no doubt by many other areas of The Playhouse.

We are sorry to see another talented lady leaving us, Joy Bray, and would like to thank her for all the work she has done filling the rotas with our wonderful volunteers. More volunteers, as always, are needed to support the existing small team who do a sterling job, often undertaking multiple bar duties for both Playhouse and external events in order to keep the show on the road. If you can help then please get in touch, we operate a “buddy” system for training and you would be fully supported in learning the ropes.

The coffee/café side of the Club continues to flourish under the expert eye of Chloe Walker, and her personal commitment to both this and other social events is much appreciated. Thank you, Chloe.

Jonty Hawkes (Chair of Club Committee)
June 2017

Players Club (Bar) – Treasurer’s report for 2016/17

A separate 2-page set of accounts is available on request for Ilkley Players Club. There are no audit issues to report.

The Club, has had a good financial year overall: steady bar profits and coffee bar profits, and social and fund-raising income. More detail follows below:

- Profit on the bar this year is £9,774, slightly down by £915 compared with £10,689 last year. Bar turnover this year was £21,915, down £362 (2%) on last year, with similar sales per play but less net income from events openings and attendance in the year including the Comedy Club
- Profit on coffee bar and café, £6,221 compared with £7,671 last year, down by £1,450 (19%), turnover (down 3%) £8,064 compared with £9,406 last year, including turnover from sales from Chloe’s café and catering for the Literature Festival. There was no Film Festival café (or Film Festival) this spring, which explains the decrease here
- The Social events, fund raising, Christmas coffee morning and raffle made £1,132 net this year, including £837 raised directly for the fund raising for theatre development. This reflects decreased takings on Fleapit cinema this year and no new fund raising Social events having taken place

The subscription income is 25p per member of the Playhouse, as all members of the Playhouse have a paid membership of the Club, £173. The share of overheads of the theatre bar and coffee bar area is £1,573, increased in line with Playhouse overheads.

Net income, generated from these areas for the year £15,727, all donated to the theatre. This compares with £18,593 last year, down by £2,866 as per above.

Thanks to Tim Barker for checking the accounts, and to Jody and Cath for the bookkeeping and administration for another year. The Independent Examiner position continues with Tim Barker for the coming year.

Cath Chamberlain Club Treasurer/Rosie Bond IP Treasurer
June 2017

**Minutes of the 15th Annual General Meeting of Ilkley Players Ltd held on
Tuesday 21st June 2016**

1. APOLOGIES

As per ILKLEY PLAYERS CLUB

2. PRESIDENT'S OPENING REMARKS

Three stalwarts of the Playhouse (Peggy Allison, Joyce Hebbert and Margaret Mawby) were remembered by RD. He also gave a resume of this year's programme of events, productions and visiting artists and thanked all committee members, front of house volunteers and backstage staff who have contributed, along with the performers and directors, to another successful year. He also pointed out that we must not be complacent and some of the ideas promoted by the chairman need careful consideration in the light of declining theatre popularity in general. He also brought attention to a Gala performance scheduled for mid- September to which representatives of local voluntary organisations will be invited.

3. TO RECEIVE AND APPROVE THE MINUTES OF THE 14th AGM of Ilkley Players Ltd

Agreed: Proposer - Niccola Swan, Secunder - Sheila Morgan

4. TO RECEIVE THE REPORTS ALREADY DISTRIBUTED.

Finance – RB pointed out that the accounts were being presented in a slightly different format this year using more visual data which should be improved upon next year. 2015/16 was better than the previous year but mainly as a result of the Minack contribution. Also sponsorship was £4,000 less. The first three plays of 2016 were well attended but audience levels varied considerably thereafter. Last minute ticket purchasing was becoming more prevalent. There were also some high cost maintenance issues for the next three years and these would have to be met from reserves. Accounts were accepted and RB thanked for her continuing hard work.

Proposer – Marcia Nattress Secunder – Maura FP

Ian W noticed the differential between gross Minack takings and profit. RB pointed out that Minack take 40% and that future visits are only granted on a bi-annual basis and there is no guarantee that we will be invited back after 2017. Luckily this is a prime spot (end of July). Sam Hill enquired about an audience break even percentage for Ilkley - RB gave a figure of 84%. Ilkley Gazette adverts now cost us again though we advertise through the weekly article submitted by office staff at no cost (courtesy of Claire and Vani).

SECRETARY – DP gave members an outline of his observations on the year and once again emphasised the importance of continued voluntary support. After ten years in post he reminded members he was not seeking re-election. RD presented him with a gift from IP Ltd as a “thank you” for his period of office which was much appreciated.

ARTISTIC – DK pointed out the drop in audience levels across the board in both local amateur and professional theatres. Our neighbouring theatres were all having similar problems in raising revenue from productions. Younger patrons fill the auditorium for musicals but need to be tempted back to other productions. Casting has been good but most actors are reluctant to do anything else FOH or backstage. We need to welcome less experienced volunteers and nurture them. The tech team is stretched and we all need to change with the times.

GREENROOM – Andrew Leggott confirmed that this popular Saturday morning activity continued to thrive, with young actors being given the opportunity to perform on stage to an audience. He was quick to point out that these young actors were likely to be the future of the Playhouse.

SOCIAL – continues to thrive though Andrew Sheldon who has convened the meetings has resigned. Betty Calverley thanked members for making cakes and supporting Fleapit Cinema. The issue of free wine and nibbles was raised by SH. Tony Wade gave the rationale for its introduction though agreed it had not been widely publicised. He suggested we reduced prices instead. Jay CW suggested we improve advertising. Len T suggested we needed an effective “loss leader”. Jan W recommended we continue with free wine and nibbles. Social Committee and the joint committees would need to decide whether to continue, alter or abandon.

VOLUNTARY CO-ORDINATOR REPORT – Joy Bray’s report gave an indication of the range of activities requiring support and some successes and issues throughout the season.

LITTLE THEATRE GUILD – RB said the 75th Anniversary conference was very successful and reinforced the LTG as a valuable resource. Similar theatres were having similar problems. Ian W mentioned that some theatres put on pantomimes for 2/3 weeks which could fund a theatre for the rest of the season – Discussion ensued.

WARDROBE – RB offered a big thank you to Jill Coulson who was now beginning to costume plays. Another plea for volunteers to help. Ian W supported GS’s suggestions that we look for some form of partnership with other local groups (eg. Operatics) and continued to press for Wharfeside improvements. GS pointed out that funding would be challenging.

5. TO CONFIRM THE APPOINTMENT OF PRESIDENT

DP recommended Roger Davy continue as President for a further term of office – all members at the meeting concurred.

6. TO ELECT THE OFFICERS AND COMMITTEES FOR 2016/17

Trustees – three posts were available –

Secretary – Niccola Swan nominated and appointed.

Member Trustee – Patrick Hebbert appointed from the floor.

Member Trustee – David Wallbank appointed.

ETC – four posts were available

Chairman – Damien O’Keeffe nominated and appointed.
Publicity and Marketing, Social and Deputy Treasurer remain vacant – no nominees.
The joint committee are therefore likely to discuss the amalgamation of some committees and review structures during the course of the year. Committee sign up lists remain on the corridor noticeboard.

7. TO APPOINT THE REPORTING ACCOUNTANT 2016/17

Alan Barber and Co recommended and agreed.
Proposer - Rosie Bond Seconder - Graham Smith

8. OPEN FORUM

David C looked on the website and no information on the AGM was available. Also concerned that Trustees and ETC were going backwards and recreating the “old” system of management. He was concerned that there were no terms of reference for posts. GS and DP responded by repeating the contents of the letter sent out to all members in the mailing including a rationale for the current management system. Also there are terms of reference for each post but in view of the lack of nominations and the proposal to review the structure, any action on the matter would be in the future.

Maura FP suggested one member of the bar staff could go home after the interval, but it had implications for Health and Safety / Fire issues. But committee to consider it.

Sheila M suggested working party could run their own bar on a Wednesday evening.

Richard S gave a brief outline of improvements i.e. a new camera for broadcasting, the erection of a stage manager booth, technical training, the preparation of booklets on lighting sound, the “fault” reporting system via a sheet on the noticeboard, plus a reminder about smoking on stage.

The meeting closed at 9.45pm.

Artistic Director's Annual Report for 2016/17

Play Selection

In the last two years the key driving force behind the selection of plays has been directly linked to our balance sheet, striving to secure a good financial return on each play but, crucially, ensuring that standards of production remain high. Accurately predicting audience attendance is naturally a tricky business. *Romeo and Juliet*, for example, registered smaller audiences than we thought given previous history of Shakespeare plays and the fact that we hadn't produced one in 4 years! Nonetheless, this exciting and visionary production brought in good numbers of younger people and showcased the talents of our young members which is a hugely valid consideration if we are to secure our artistic (as well as financial) future.

Likewise, 'deeper' plays such as *The Glass Menagerie* are not pulling in the numbers we need and yet are often the plays which offer the best roles. The only certainties (at the moment) to consistently hit 90%+ are plays by Alan Bennett and Agatha Christie, family plays and musicals. Artistically, I believe our standards are consistently at the highest in the last five years and we are 'holding on' to our audiences in greater numbers than almost all other societies, evidenced by the LTG year book.

Next season is another careful balance and, actually, not as expensive to stage (with the exceptions of costume hire for *Journey's End* and music/sound for *Sweet Charity* – but counter-balanced by likely attendances of around 95% and an increased ticket price for the latter). My thanks for the sterling work of the reading committee go to Mervyn Button, Rachel Conyers, Liz Hall, Damien O'Keeffe, Sarah Potter, Len Taylor and Maggy Warren who attended numerous meetings and read more than 50 plays!

Fringe

I would like to thank Steve Mason who has again led the work of the fringe committee which has offered our audiences new writing and more challenging plays that would simply be too much of a risk in the main house. He has contributed the following comment to this report:

This past year has possibly been the most successful ever for the Ilkley Playhouse Fringe. We've put on a wide variety of events, to fulfil our remit of new or challenging work which is worthwhile and wouldn't otherwise get staged at IP, giving opportunities for new actors and directors. These have been: the much-lauded double bill of *Ghost Town* and *Hannah and Hanna*; the exciting new writing of *All We Know of Heaven*; the junior Greenroom production of *Alice*; a rehearsed reading of the classic *Look Back in Anger*; the long requested show *God of Carnage*. What's more, these have proved very popular with our audience, with figures showing attendance percentages of 92%, 82%, 100% and (no figure available for the Osborne) 67%. The result has been that, although this isn't part of our remit, we've managed to contribute to the Playhouse's surplus. In addition, the Fringe committee ensured that we were represented at the Ilkley Literature Festival, with the very successful readings of *The Hollow Crown*.

Our next show is the exhilarating *My Night with Reg*, being directed by David Kirk in September. Andrew Leggott will again produce the younger Green Room kids in **Peter Pan**, in January. In March, we will stage rehearsed readings of *An Inspector Calls*, a project on which we are working with Ilkley Grammar School, as it's one of their set

books. And in May, we are staging (for 3 nights) an evening of short plays by our own Jay Cundell Walker, jointly called *The Bench*, with lots of opportunities for newbies.

Looking much further into the future, there are demands for a possible 'play in a day', for a Murder Mystery evening, and for readings of Shakespeare plays – but these are all very much on the drawing board at present, a long way in the future. We welcome ideas! Once again, we are representing IP at the Literature Festival with Seeking Sanctuary, which will be on 4th October. (Note: sometimes visiting shows are described in the newsletter or elsewhere as Fringe, but these are independent outside shows, nothing to do with us!)

I am very grateful to the hard-working Committee: Andrew Leggott, Yvette Huddleston and Patrick Hebbert. Our aim is to place the minimum of extra demands on others, but we acknowledge and appreciate all help given, not least by casting committee and by the bar committee.

Casting

Casting has again run extremely smoothly over the last twelve months under the continued efficient leadership of Louise Button. There have been several recent changes in policy (always communicated to members via the newsletter) that have streamlined the process. Undoubtedly, the new season has attracted the highest sign-up figures ever. As a result, we have encountered very few casting problems. In fact the problem has often been that we could cast roles two or three times over!! I thank all our actors who sign up to express interest in playing in productions and politely mention that, if you don't "throw your hat in the ring" then you are unlikely to be considered unless there is no-one suitable on the list. Many thanks then to the members of the current casting committee: Louise Button, Joanne Button, Becky Kordowicz, Mark Simister, Rachel Vernelle and Andrew Walton.

Technical

Just as I reported last year, our technical teams remain stretched and work flat-out to ensure that every production gets on to the stage, I thank Richard Speight and David Wallbank for managing a huge workload of over 10 in-house productions a year. We have a very small band of regular set designers headed up by David Keighley who are ably supported by another small band of set builders who diligently turn up every Wednesday evening, Thursday morning and some Sundays to build splendid sets for 8 main house productions. My thanks to all of them.

Janet Park continues her sterling work in putting together stage teams but, again, there is often a shortage of volunteers. Last year I pointed out the ease with which directors set out a vision for what is required but, unless we acting members are more willing to work backstage ourselves (on just one production a year!!) this remains an area in which we are struggling! In the rehearsal process I have (too often) been amazed at the 'opinions' of some of our actors who have strong criticisms on everything from costume/wardrobe to the roles and responsibilities of stage crew..... but do wish to play any part in working on anyone else's production. There is a real case for some direct links to the casting process in some instances! So a big thank you to all our stage managers and stage crews!

Feedback from directors on pre-production meetings has been excellent and this is due to the continued efficient co-ordination of Mike Martin, technical operations manager. Props

are now well-managed by Jen Souter and her team to whom I offer sincere thanks. Wardrobe (during Jill's MAT leave) is running very efficiently under the direction of Helen Rudge and Sacha Denney. Next season is lighter on costume drama precisely because we continue to find it difficult to find costume coordinators for each play. This is another job that Rosie has often undertaken (in amongst everything else) and we need to make more sustainable. Our wardrobe ladies can alter and mend (thank you, ladies!) but members who want more costume drama need to step up to the plate to enable this to happen. Anna Riley, for example, has coordinated costumes for one play and assisted on another. Mark Simister has also taken on this role. Ask them...it can be fun!!

The Future

The message under-pinning this annual report remains much the same as last year – if we are to maintain the quantity and quality of our output then we must attract and retain more volunteers in all areas. Inevitably this is going to mean that we all pitch in and support each other – appearing in one play then working on another. Anyone who truly has the interests of the Playhouse at heart must recognise that succession planning is the key. Aiming to make oneself indispensable will not see IP thrive in the future.... teaching our skills to others and therefore ensuring larger teams of volunteers WILL!

Last year I reported that we needed a fresh approach to our marketing. The work that has been undertaken by the office team – in particular Claire and Vani has raised our local profile with a regular and beautifully crafted weekly Gazette column supported by more articles in the Telegraph and Argus. Livi Potter has joined the marketing team to support our social media advertising. Thanks to you all!

Finally, I cannot finish without the utmost praise for Rosie Bond for, truly, without her the Playhouse simply wouldn't be where it is. Despite some difficulties (and remarkably similar up and down the country) we continue to out-perform many theatre companies. Much of this has been down to Rosie's tenacity and the sheer volume of hours she has put in. There are not enough superlatives to describe her commitment to us here and we ALL owe her a debt of gratitude.

Thank you all for the support over the last 4 years – not an easy role – but rewarding, challenging and one which, at some time in the future, I would consider again. In the meantime, I will now offer my support in the field of publicity and marketing and give my full support to the nomination of Jamesine Cundell-Walker to become Artistic Director from June 2017.

David Kirk
Artistic Director

Treasurer's Report for Ilkley Players Ltd 2016/17

TREASURER'S REPORT AND COMMENTARY ON THE FINANCIAL RESULTS covering the year, from 1st April 2016 to 31st March 2017

The full accounts and Annual Trustees' and Directors' report are available on request and the play information was mailed out to all members in May. The full document will also be available to members at the AGM on 20th June 2017. At that meeting there will be a presentation of a short-form set of accounts and commentary including an analysis of income and expenditure, which we hope will be straightforward to interpret.

Overall summary of income for the year:

- Our total income (turnover) for the year 2016/17 was £171,014, compared with £221,492 the previous year; a decrease of £50,478. This is mainly because last year's figure includes the Minack theatre sales of £46,565 in summer 2015. There was no Minack visit in 2016.
- After a better result in 2015/16, we have experienced a more challenging year overall leading to a higher net deficit of £37,825. The comparable figure for last year was a net deficit of £2,545. We did anticipate that 2016/17 would be a worse year financially after the upturn in 2015/16 and without the Minack surplus.
- Details of our play results are shown on the play information summary, which is part of the accounts. There has been a slight increase in our audience attendances in overall this past year, and we have increased the play surpluses. Attendances are an average of 81.7% (last year: 78.5%) in the Wharfeside and 83.4% in the Wildman.
- Receipts from plays in 2016/17, excluding Minack, increased this year by £2,823 to £110,786, generating a slightly higher surplus of £60,836. This is split by net surplus raised on 8 Wharfeside plays - £53,776; Wildman studio and greenroom, 8 plays: £7,060. This is £644 more this year from the activities of performing plays. The play, 'Educating Rita' gave us the best result of 90% and a surplus £9,937.
- Within Income, the Club donation from the bar, coffee bar and social, totalled £15,727, this has decreased by £2,866.
- Events and room lettings to outside organisations, including Ilkley Literature Festival, Ilkley Film Society, U3A class, other hirers and so on, contributed £26,622. Overall the net surplus on outside events and lettings decreased by £638 compared with 2015/16, a combination of fewer outside lettings (no Film Festival) and less surplus generated from individual visiting events.
- Other income including wardrobe costume hire, greenroom class fees, membership subscriptions, and programme advertising reduced this year after related expenses - a net decrease of £3,469.

Our costs (expenditure) excluding direct costs of staging plays:

- Theatre overheads have decreased by £5,245, mainly due to changing utility suppliers. Theatre general expenses and maintenance, including house repairs and maintenance, cleaning, stage and lift repairs and equipment depreciation have decreased by £3,067. Higher support and governance costs were needed (including salaries) during the year, which increased by £9,468. Irrecoverable VAT is up by £2,805.
- Our total expenditure was £208,839, compared with £224,037 last year - a decrease of £15,198.

The financial result, after the deficit, has consequently decreased our reserves to a current total of £885,148.

The Annual Trustees' and Directors' Report contains a summary of our objectives, activities and achievements, public benefit objectives, policy on reserves and the capital spending plans for the future development projects in the pipeline. This year we have had to comply with a new set of accounting regulations and standards for companies and charities, so the accounts and report are in a slightly revised format.

So far in the new financial year:

Play attendance for the first Wharfeside play of 2017/18, 'Getting On', was a very pleasing return to 97%; 'Two' in the Wildman achieved attendance of 83%; and we are now working on 'Kiss Me Kate' which is selling very well. We will be reliant on the play selection and the new season starting in September to continue to deliver increased audiences across the season. We have our new on-line booking and box office in place and will work on our additional marketing and e-mailing options. We must still look at the profitability of outside lettings, room hire, the amount of new sponsorship and advertising we can attract. Budgets are going to be set this year for all areas of Playhouse expenditure.

Throughout this past financial year, I have been working with and transferring duties to Jody Kendall, as my Assistant Treasurer, and we are working together so she can take on the main bookkeeping, payments, payroll and general day-to-day accounting for the theatre, relieving the new Treasurer of most of those daily accounting duties.

At the last AGM, I let you know that I wished to give a year's notice that from this 2017 AGM, I am retiring as the Playhouse Treasurer and as a Trustee after 25 years. I do not intend to leave the Playhouse and will be very happy to volunteer to help in any way I can and to work with my successor. Jody and I will continue to work over the next few months to ensure a smooth handover.

Just on a closing note, I continue to extend my thanks to all those carrying out unpaid and paid roles on the committees, in the office, box office and who have helped me to deliver the financial records and accounts and many other duties this year. Many thanks to you all.

Rosie Bond, Treasurer
June 2017

Secretary's Report – Financial year 16/17

Thank you so much to David Park and Rosie Bond for their guidance in my first year. There has been a lot to learn and there is still much more to do.

Trustee meetings have taken place every other month. The Executive Theatre Committee (ETC) has not met a great deal as a separate body but has met with the Trustees as a joint group. There is an argument for reviewing this once the staffing structure changes, and there is a strong case for separate meetings on certain occasions. This can also be discussed when we know if there will be volunteers for the vacant ETC posts and perhaps we should then review the constitution in the light of this and new staff roles. Thank you very much to Diane Smith for her skills with the minute taking.

We have had the full complement of trustees throughout the year, with a great deal of largely unseen work going on behind the scenes, away from the excitement of the production side of the theatre. We owe a particular debt to Rosie who has often worked the equivalent of full-time hours and shouldered a great deal of responsibility. Membership numbers have risen a little to 637 and it is very good to note that our communications with members have improved a great deal.

The main challenges for the trustees have been: the consideration of the possible development of the site with an expanded Wharfeside Theatre auditorium, coupled with a very different design for the downstairs public areas; the need to move towards a more traditional staffing structure with an overall manager; the website and communications; and of course, the management of the finances with a particular view to the longer term.

On the topic of the theatre development specifically, this is where we are:

In February 2017, the Trustees convened a special meeting to discuss the future development of The Playhouse. The Chair of Trustees, Graham Smith, gave a presentation which outlined a number of options which had been considered by the Trustees ranging from simply improving the raking in the Wharfeside auditorium to expanding and improving the raking in the Wharfeside auditorium and also completely redesigning the ground floor public areas. The meeting concluded that the latter option, if achievable, was the preferred choice.

In order to take the concept to the next stage we have retained the services of an Architect, a Structural Engineer and a Quantity Surveyor to develop a fully costed design scheme which we can then consider submitting for detailed planning. It will also enable us to scope funding requirements since we will definitely need financial support from outside parties in order to take the project to the next stage.

Before any plans are submitted they will be discussed with the various Playhouse sub-committees in order to get their input from an operational point of view. The Trustees are under no illusion that it will be extremely challenging to deliver the ambitious project that the February meeting agreed to explore. However, they are also clear that unless we make changes we will be failing in our duty to hand on to the next generation a viable and sustainable Playhouse.

At the time of writing this report, we have not yet quite completed the appointment of the manager. We hope that we will have made an announcement by the time of the meeting. The reorganisation of this has been a very significant task and we have needed professional HR input as we have worked this through.

Also, as this report is completed, we have three nominations as follows:

- Artistic Director Jamesine Cundell-Walker
- Treasurer Bruce Piper
- Publicity & Marketing chair David Kirk

It is not appropriate to single out individual staff but we have around 9 people working for the theatre at any one time, on a variety of part-time hours. Their work may often be largely unseen but without them we could not function. Thank you to each of them for the skills they bring and all their hard work. And thank you particularly to the people we have said goodbye to this year: Dawn, Vani and Joy.

Nicola Swan
Trustee and Secretary

Publicity Report – Financial year 16/17

The publicity committee has worked hard all year supporting and maintaining the publicity and marketing for all our events across varied communication channels, including, local press – radio and newspapers, posters, programmes, newsletters, email, website, social media, special events (Gala evening, Carnival) and more recently at the Ilkley Business Forum. Though we are only a small team of volunteers, the committee has successfully been able to offer creative and practical marketing support and publicity continuing to ensure awareness of our diverse programme is known to the local community and beyond.

We have helped to publicise new and exciting ventures such as the relaxed performance of 'The Lion, the Witch and the Wardrobe' and the dementia-friendly performance of 'Kiss Me Kate' with sensitivity and enthusiasm. With no official appointed chair (this role has been on rotation throughout the year - with Sue Piper and Marcia Nattress taking on the baton when needed) we have still been committed to meeting regularly to discuss the needs of productions. Special thanks to Diane Smith who has worked tirelessly as secretary organising, suggesting and confirming dates for meetings and circulating the minutes (with actions assigned) to all those involved. Diane has also led on ideas for wider communication of our playhouse.

During a period of flux – new website, recruiting new theatre manager - it has been frustrating at times not being able to pursue ideas or take some initiatives forward – banners, new poster / brochure designs, branding. Some ideas / suggestions for a strategy have had to be put on hold (Marcia Hughes has written a document on how the committee might re-evaluate its role). However, despite all of this, it must be noted how much work has continued to happen in order to maintain the design, development and distribution of the posters (design and content), organise the programmes (content, sponsorship, advertising and distribution). Diane Smith very recently has secured advertising from Carers and Companions. Thanks go to all advertisers for their valuable contributions.

The regular support for carrying out these tasks is vital and invaluable for helping us engage with our members and raise awareness of all our events to members and new audiences. The committee is now looking at ways to develop the committee skills and practical expertise so as to continue to lead on its work efficiently and share out the workload more evenly among the team. Ann Mutton would like to step down from her role managing the poster distribution. Ann has done an incredible job organising and leading on this, ensuring all local interested parties are regularly given posters to place in their venue's window. Ann, Sue Piper and Roger Davy have been able to supply excellent photos for publicity throughout the year.

New Committee Members

Marcia Hughes joined in July. We welcomed Kate Ayre onto the committee too. Kate has already made important contact with local schools as well as devising and conducting some marketing research with Diane Smith. Olivia Potter has taken on the baton looking after the Playhouse's Social Media (Twitter, Instagram) interaction and involvement. She has done this with great success and enthusiasm and lots of panache. More members are needed to spread the workload and expand what we do efficiently across all media channels.

Events

Roger Davy's Gala Evening was a thoroughly enjoyable and successful event - thanks to his excellent organising, planning and boundless generosity – producing Ilkley Playhouse mousemats, pens and so on for all those who attended. It was a worthwhile venture which saw us raise our public profile by opening our doors and greeting local voluntary groups, organisations, schools and prominent individuals. All this is excellent for customer service and broadening our engagement. We've another planned in Sept 2017.

The Playhouse float in the May Carnival procession (equipped with a newly designed banner) saw our presence at a major local event with flyers distributed by actors performing in Kiss Me Kate. The Playhouse remained open for most of the day welcoming people for a cuppa and cake. A great success!

Website

The new website was launched - not without much hard work and several teething problems. Whilst, we appreciate the shortfalls concerning the content management system (the look and feel of the site needs ongoing attention) we are pleased to say that we have ensured an online booking system that remains secure and all our productions are advertised online with information. Claire Emmott has been instrumental in maintaining this and has also been key in liaising with Savoy Systems and continually uploading and updating content. More work needs to be done to improve the visuals and content management but we have continued to look at queries and have had strong online booking sales throughout the year.

Throughout the year, there has been much discussion centred towards the bigger strategic issues to do with marketing: reaching out to new audiences and developing our building to attract more people through our doors. Prioritising and acting on these has been difficult without a theatre manager to answer to or a workable publicity and marketing budget. The Committee intend in the forthcoming months to focus more specifically on forward planning with practical steps, helping with the publicity and marketing of productions 3 months in advance.

A more coherent overall communications strategy relating to nurturing members and audience development will be easier to develop once a theatre manager is in place and will tie in with plans for the 'Friends of Ilkley Playhouse' proposal devised by Niccola Swan and Marcia Hughes (including free membership for under 25s). In the meantime, face-to-face marketing of current members has already started – with the help of Kate Ayre and Diane Smith. Claire Emmott and Marcia are also going to develop some online SurveyMonkey surveys for reaching out to members for their thoughts, opinions and ideas, nurturing our existing relationships and making sure our audiences are happy.

Marcia Hughes, Community Trustee
June 2015

Volunteer and Events Coordinator Report – Financial year 16/17

Volunteers

As always, the Playhouse is totally indebted to the many people who give their time voluntarily. There were 83 performances in the Wharfeside Theatre and 25 performances in the Wildman Studio, requiring an enormous contribution from all the volunteers.

We have welcomed some great new volunteers this year but not quite as many as we would have liked; we estimate that we have around 250 volunteers in total delivering around 36,000 hours.

Thank you to the many who have helped out more often than they might have chosen, whether backstage, with technical input, chaperoning, front of house, wardrobe, talks, sitting on our many committees, and in many other ways; without them, the show might not go on. If we do not have more chaperones coming forward, our Greenroom productions are very much at risk. Volunteers of course continue to help with many events as well as with the theatre productions. Thank you to the Bar Committee for all their hard work.

There has been some volunteer training this year, including sound and lighting, fire and evacuation, dementia awareness, and defibrillator. We would like to expand this range of training a little further, along with looking at some new ways of communicating with our volunteers. We also have developed some early thinking on the way in which we say thank you to our volunteers, and we hope that there will be some enhancements in the current year. We are very keen to attract a wider cohort of volunteers and this will be a task for the new manager to review.

Events

We have hosted a number of fringe and visiting events (including regulars such as the Comedy Club, touring groups and music acts), as well as welcoming in regular, valuable hirers such as Ilkley Literature Festival (including the amazing café), Ilkley Film Society, U3A and the Vintage Fair alongside events such as the Fleapit Cinema. The Playhouse hosted 13 events for public performance. Inevitably, there has been a range of audience attendances and financial outcomes, with some notable successes. Details appear in the Treasurer's Report and in the annual accounts. The positive thing is that many of these events bring in people who are not regular visitors and we are now starting to use these contacts to expand interest in our whole programme.

Nicola Swan
Trustee and Secretary

House and Technical Report – Financial year 16/17

The new Facilities committee seems to be working well but would benefit from more forward planning on spending plans. We are looking forward to working with our new general manager when appointed. I would like to thank all my small and loyal team of volunteers and paid staff without whom the place would not operate. We are still in need of more volunteers for Technical and Backstage Work and more training will be given for various roles.

We have simplified the set-up of studio seating rostra by storing the correct parts behind the curtains in the studio thus saving set up time and wear and tear on the lift and so on. We have had quite a few building repairs including the repair and replacement of quite a lot of the studio perimeter curtains which have been damaged by chairs and items being pinned to the fabric, causing small holes which get bigger with use.

We are working closely with the Trustees to assist with plans and layout for the proposed new plans for our theatre spaces. We have had busy season with many in-house and outside productions. Thanks to Joy Bray for her help over the last few years and we wish her well in her future endeavours.

We have been having problems with the lifts and are looking into monitored intercoms for each lift. We would remind everyone that our standard policy is that if you are on your own in the building you should not ride in the lift cars. If someone is stuck in the lift unless there is a trained person on site, call Richard Speight, Ian Sargent or David Wallbank. If these people are not available or on site, Express Elevators must be contacted or in an emergency the fire brigade.

We have been looking at replacing our ageing boiler that feeds the older parts of the building. This has highlighted areas we need to assess within the fabric of our building including asbestos. We have had quotes for this but are waiting to see what happens with the development plans before we proceed. We are also looking at our whole building safety across all operations and practices. This is a large project and there are many items to consider.

It is very important that the facilities team is kept up to date if there are any defects around the building by either filling in the form by the office or emailing myself or David Wallbank to work out how we resolve the problems and faults. Members must not attempt repairs to the fabric of the building without consulting with the Facilities team

The Minack tour will be soon upon us and we will be busy when Kiss me Kate takes to the road; we are looking forward to a successful production. I am happy to continue my role as House and Technical Director if wanted.

Richard Speight
Chair, Facilities Committee

Greenroom Report for financial year 2016/17

Membership There are 27 members on the books of the Junior Greenroom (ages 8-11), with an average attendance of 20-25. There are 38 members on the books of the Senior Greenroom (ages 12-18), with an average attendance of 30-35. The classes meet every week to correspond with school terms, a total of 39 weeks per annum. From September 2015, the fees were increased to £40 per term (£35 for siblings) as there was no change the previous year. The fees remained unchanged for 2016/17 and an increase for 2017/18 is still under consideration.

Tutors This is the seventh year the writer (Andrew Leggott) has led the Greenrooms. Nikki Ford is now in her fourth year as the other Tutor, and often directs the work of the sessions herself. Other tutors have guested from time to time, to increase the variety of the Saturday morning experience.

Activities We try to balance learning with enjoyment, to ensure that the youngsters keep coming back for more. Sometimes we work on specific stage techniques, and sometimes we consider topical issues. We do a certain amount of script work, but mostly the students improvise and rehearse scenes which are then put before the entire class for comment and (positive) criticism. Some weeks, and some scenes, are better than others, of course, but Nikki and I never cease to be amazed at the innovation, drama and entertainment that can be created in usually less than a half-hour of rehearsal.

Annual Production – Senior Class In December the Senior Class took to the Wharfeside stage in Damien O’Keeffe’s production of “The Lion, the Witch and the Wardrobe”, together with a number of adults, an extremely successful venture. Many of the Senior class members had another chance to shine in Miranda Armitage’s vibrant production of “Romeo and Juliet”, also on the main stage and including adult players. Wonderful for them to get to grips with the immortal bard! In December 2017, Nikki Ford and Jay Cundell Walker will direct “Gregory’s Girl” for the Wharfeside, again with a youth/adult mix.

Annual Production – Junior Class The December 2016 production was “Alice”, adapted by Lindsay Price from the original by Lewis Carroll, directed by Andrew Leggott, assisted by Lisa Debney and Claire Emmott. (What a Wonderland it was!) In January 2018, we shall create Neverland instead, as the same team will bring you “Peter Pan” (the non-aerial version!)

Adult Greenroom After a year’s gap because of the reduced numbers registering, these classes ran again from September to December 2016, but with only five participants. Nevertheless, a stimulating and productive time was had by all. We shall try again in September 2017. These “Introduction to Drama” sessions are ideal for both “new starters” and “wanting to gain more experience” types. Talk to Andrew Leggott if you know anyone who might be interested.

Christmas Coffee Morning Performances All the classes gave short performances at this event in 2016, as is now traditional. The audiences continue to grow each year, and we hope to oblige again, at Christmas 2017.

Andrew Leggott May 2017

Wardrobe Report for financial year 2016/17

Ilkley Playhouse has an extensive in-house stock of costumes in the wardrobe, which are available for hire to the public and other amateur theatre groups. Currently the hire side of the wardrobe is run alongside the supervision of the wardrobe and obviously, the two areas need to be closely linked. Over time, the costume hire is being developed to provide funding towards the wardrobe provision for plays and this is the aim we are working towards. We are also seeking additional volunteers to assist when the costume hire department is open.

Jill Coulson has her own vintage business, which operates on-line and she has an on-going project underway for us to catalogue and index the contents of our costume store in the attic. Visitors to the 3rd floor will see this is a massive task due to our wonderful stock resource. Jill has been on maternity leave since March and now has new baby Seth and since then, the costume hire has been in the very capable hands of Helen Rudge with help from extra volunteers, Sacha Denney and Jessica Bass. We are very grateful to them all for all they have done in to help us this year.

Our hire stock can be viewed on Facebook or we are open for enquiries by phone and email. Contact: Helen on 07928 814526, www.facebook.com/ilkleycostumes or ilkleycostumes@hotmail.com.

Costume hire is currently open on Wednesday evenings 7.30pm to 9.30pm and Friday daytime 10.30am to 1.00pm and other times by appointment via the above contact details for Helen Rudge.

The Playhouse was host to another two of Jill's Vintage Fairs in October and April which were successful events including the coffee bar. There is another planned for October 2017.

For plays, we are costuming from stock if we can or hiring in, and each play needs a "costume coordinator" to work with Helen, Sacha and the ladies of the wardrobe. We currently are still looking for additions to a small team to take and share responsibility and carry out this role on a regular basis during the next season. Alterations, some making of costumes, providing accessories, laundry, ironing and so on are the responsibility of the "Sewing room" and take place at the Playhouse on Tuesday and Wednesday evenings and provide help. We welcome new recruits to this very valuable team. If you have an interest in sewing or costume, please contact us via the Playhouse office.

All plays are "costume plays" whichever period they are set in and the role of the Wardrobe team involves coordinating with the director, set designer and dresser from pre-production onwards, and with the cast during rehearsals for fittings, and then during the run of the play. Several plays will be running concurrently; as there are 8 main stage and at least 6 studio productions each year. There is plenty of scope and help is needed all year round.

Rosie Bond, on behalf of the Wardrobe Committee
June 2017

Little Theatre Guild Report for financial year 2016/17

The Little Theatre Guild (LTG) represents 114 member theatres that control and manage their theatre buildings. The members are all amateur theatre companies, with a combined audience of over 650,000 patrons and total turnover of approximately £4 million.

Ilkley Players have been an LTG Member since 1972 and we hosted the National Conference here in 2004. The LTG have launched their new website this year at www.littletheatreguild.org and issue a quarterly newsletter and an annual yearbook listing all member theatres.

The Northern Regional Conference in autumn 2016, 14th to 16th October, was held at Theatre Royal, Dumfries and I attended along with Sheila Morgan. This is the oldest theatre in Scotland, having been established in 1792, with a varied history. It has very recently been extensively redeveloped in 2014 and 2015 with funds raised from the Heritage Lottery Fund, Historic Scotland, Creative Scotland, the Robertson Trust, the Hollywood Trust and the local council. It now has excellent 21st century facilities and a new community presence. During the Conference, they shared with the delegates the long redevelopment path they had been on and we saw the impressive results in action. Workshops were held on Theatre Heritage, Production Managers and Acting. They staged *Entertaining Angels* on the Saturday evening.

The LTG 2017 National Conference and AGM was held at Archway Theatre, Horley, Surrey from 7th to 9th April 2017. I attended for the Friday and Saturday events. There is a unique theatre occupying most of the arches under Horley train station, seating only 95 in the main house; there is, also, a separate Studio. It has a tremendous atmosphere and we saw a very impressive production performed by two experienced actors on the Saturday night - *Stones in his Pocket* by Marie Jones. The play was a two-hander fast-moving comedy set in Northern Ireland written in 1996 for Dubblejoint theatre in Dublin, first performed in Belfast then transferred to the West End via the Edinburgh Festival.

The Conference with the theme "It is not all about acting" attracted delegates from across the UK. Workshops and activities on offer were a varied list to choose from: Singing, Stage Fighting, Improvisation and Fire & Theatre Safety. Archway gave us a warm welcome and a well-organised, enjoyable weekend. The AGM and Open Forum are a great opportunity for networking with fellow theatres and sharing experiences.

The Autumn Northern Regional LTG Conference will be held at City Theatre, Durham from 29th September to 1st October 2017. Then next year the Guild National Conference is to be at the People's Theatre in Newcastle 20th to 22nd April 2018. Interested members of our theatre are very welcome to attend and I can provide information as it is issued. The LTG is an extremely useful resource for providing help and information on running amateur theatre and on the way things are developing. I urge you to continue to support it.

I am intending to continue as your LTG Ilkley Playhouse Rep, so please still contact me or check the noticeboards for details of events.

Rosie Bond, LTG rep

June 2017