

## **THE ILKLEY PLAYERS CLUB**

NOTICE IS HEREBY GIVEN that the 36th ANNUAL GENERAL MEETING OF THE ILKLEY PLAYERS CLUB will be held on Tuesday 19th June 2018 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 35th 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 2018/19
7. To appoint the independent examiner for 2018/19
8. Any other business

David Park  
Secretary Ilkley Players Club 2017/18

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## **ILKLEY PLAYERS LIMITED**

NOTICE IS HEREBY GIVEN that the 17<sup>th</sup> ANNUAL GENERAL MEETING OF ILKLEY PLAYERS LIMITED will be held on Tuesday 19th June 2018 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 16<sup>TH</sup> Annual General Meeting
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 2018/19
7. To appoint the independent examiner for 2018/19
8. Open Forum

Nicola Swan  
Secretary Ilkley Players Ltd 2017/18

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**Minutes of the 35<sup>th</sup> Annual General Meeting of the Ilkley Players Club held on  
Tuesday 20<sup>th</sup> June 2017**

**1. APOLOGIES and ATTENDANCE**

**APOLOGIES:** Patrick Hebbert, Cath Chamberlain, Tony Wade, Andy Price, Dennis Keith, Phil & Sue Johnson, Sue Hoyle, EN & J Williams, Branda Stamp, Jean Garbutt, Julia Wilson, Dick Hebbert, Caroline Marston, Barbara Davy, Susan Wilson, Molly Williams, Maggie Warren, Mark Simister

**PRESENT:** Sheila Morgan, Diane Smith, Graham Smith, David Park, Val Vaughan, Rosie Bond, Rita Brown, Marcia Hughes, Steve Mason, Ann Mutton, Tim Mutton, Sadie Richardson, Raymond Williams, David Keighley, Hilary Rundle, Geoff Naylor, Judith Ratcliffe, Chris Cundell, Barry Strong, Liz Powell, Olivia Potter, Sarah Potter, Elizabeth Rudge, Claire Emmott, Mary Taylor, Len Taylor, Bruce Piper, Sue Piper, Betty Calverley, David Calverley, Damien O’Keeffe, James Hill, Sandy Hill, J Walker, Val Williams, Tony Richardson, Tina Richardson, Samantha Hill, Jonty Hawkes, Rebecca Yates, Denise MacGregor, Andrew Leggott, Richard Speight, Janet Park, David Kirk, John Wise, Gordon Williamson, Kay Vann, Chloe Walker, Joanne Martin, David Wallbank, Roger Davy, Niccola Swan (53)

**2. PRESIDENT’S OPENING REMARKS**

Roger Davy opened the meeting by welcoming everybody but deferring further detail until the Ilkley Players agenda. There was a minute’s silence to remember Angela Harvey.

**3. TO RECEIVE AND APPROVE THE MINUTES OF THE 33<sup>RD</sup> AGM**

Received and approved. Proposer David Wallbank and seconded by John Wise

**4. TO RECEIVE THE REPORT OF THE CHAIR**

Jonty Hawkes’ report was presented. Bar takings are slightly down, and the absence of the film festival was noted. Everyone who helps was warmly thanked. Received and approved.

**5. TO RECEIVE THE TREASURER’S REPORT**

Surplus on the bar and coffee bar combined is £15,727, all donated to the theatre; this is slightly down from £18,593 in the previous year. A question was asked about the Comedy Club and its contribution. Received and approved. Proposer Marcia Hughes and seconded by Ian Wilson.

**6. TO ELECT THE OFFICER AND COMMITTEE FOR 2017/18**

David Park (now licensee), Dennis Keith, Sue Piper, Michael Brear, Hilly Rundle, Jonty Hawkes and Cath Chamberlain elected.

**7. TO APPOINT THE INDEPENDENT EXAMINER FOR 2017/18**

Alan Barker and Co  
Proposer – Rosie Bond. Secunder Tim Mutton

**8. AOB**

None

The meeting closed at 8.15pm

## **Report from The Club [Bar] – June 2018**

The committee elected at the AGM in 2017 was David Park, Cath Chamberlain, Hilly Rundle, Sue Piper, Dennis Keith, Michael Brear and Jonty Hawkes. At the first meeting Jonty Hawkes was elected Chairman, Dave Park Secretary and Cath Chamberlain Treasurer. At the second meeting we co-opted Rosemary Howard and Justine Sowden to our ranks.

We are pleased to announce that this year we have raised funds of £16,000 (£9,000 from the bar and £7,000 from the coffee bar) which has been transferred over to Ilkley Playhouse.

A full price review occurred this year and the prices were adjusted accordingly. Within a month of the price review H.B.Clark (our soft drinks supplier) informed us of a number of new increases, and Martinez (our wine supplier) warned us there would be increases in the coming months. We will be keeping an eye on all our cost prices to ensure we generate a fair and reasonable margin. In beers we have focussed on local brews with Wharfedale Blonde (brewed in Ilkley) and Taylors Boltmaker (brewed in Keighley), we also have a 'Guest' beer which is changed every few months.

A number of new products have been stocked this year including two Premium Gins, Draught Guinness cans, 75cl bottles of Prosecco and two new non-alcoholic drinks, namely 'J2O Apple & Watermelon Spritz' and 'Appletiser Apple & Pomegranite'. If there are any Premium Gins, Bottled Beer or soft drinks that you enjoy and think would appeal to other Playhouse patrons please let me or any member of the committee know.

Recently we have bought some acrylic glasses and after discussion with the Artistic Director it has been agreed that these can be used in The Wildman at all Playhouse/Fringe events.

Ian Sargeant (Facilities Manager) continues keep the bar well stocked and the ice machine flowing.

Justine and the office have done a good job in cajoling people to fill the various rotas from our band of wonderful volunteers. As usual more volunteers are needed to support the existing small team who do a sterling job, often undertaking multiple bar and café 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.

Last but definitely not least we must thank Chloe Walker for all she does on the coffee/café side. If you see tea, cakes or nibbles at the Playhouse then Chloe will not be far away; her personal commitment to The Playhouse is very much appreciated. Thank you Chloe.

Jonty Hawkes (Chair of Club Committee)

### **Players Club (Bar) – Treasurer's report for 2017/18**

Profit for the year was £13,604 compared to £15,727 last year as a result of lower takings on the bar, with the contribution from the coffee facilities remaining fairly static. Bar turnover was significantly down from £21,951 to £17,218, reflecting lower play attendances and fewer events in the first 9 months of the year. Margins were however increased from 44% to 50% thereby off-setting part of the turnover shortfall, leaving the profit on the bar at £8,623 compared to £ 9,774 last year.

Bruce Piper

**Minutes of the 16<sup>th</sup> Annual General Meeting of Ilkley Players Ltd on  
Tuesday 20<sup>th</sup> June 2017**

**1. APOLOGIES**

As shown for ILKLEY PLAYERS CLUB

**2. PRESIDENT'S OPENING REMARKS**

In addition to remembering Angela Harvey (see minutes of Ilkley Players Club), the President, Roger Davy (RD), congratulated Ian Wilson on his 90<sup>th</sup> birthday, remembering special occasions and his 55 years of membership. Leaving staff were sincerely thanked for their contribution: Joy Bray, Vani Midgley and Dawn Turner. RD also gave a resume of this year's programme of events, productions and visiting artists and thanked all committee members, front of house volunteers, backstage, publicity and costume volunteers, office staff and Greenroom staff who have contributed, along with the performers and directors, to another successful year. Special thanks were given to David Park for his sterling contribution. Thanks were given to Graham Smith who as chair has provided a long-term vision coupled with financial prudence. RD said that we are one of the finest non-professional theatres in the country. David Kirk (DK) was thanked for his significant contribution as Artistic Director. Rosie Bond (RB) has been our treasurer for 25 years and received special commendation and gifts.

**3. TO RECEIVE AND APPROVE THE MINUTES OF THE 15<sup>th</sup> AGM of Ilkley Players Ltd**

Agreed: Proposer - Sheila Morgan; Seconder – Andrew Leggott

**4. TO RECEIVE THE REPORTS ALREADY DISTRIBUTED**

**ARTISTIC** – DK said that play selection was getting more difficult with the challenge to cut costs without reducing quality. Steve Mason's contribution for the fringe productions was noted. This is a good time for casting but members must sign up if they want to be included. Nurturing all the talent is critical, especially our younger members. DK was looking forward to getting some balance back in his life after four years in the role, and was hoping to bring some fresh approaches to publicity work for the Playhouse.

**TREASURER** – RB presented a summary of the annual report and accounts covering the year to 31<sup>st</sup> March 2017. Total income is £171,014, which represents a decrease on the previous year which included a Minack visit. The deficit for the year is £37,825. However, reserves remain healthy and the immediate future is secure. A full set of accounts is available on request.

Questions were asked about the make-up of the governance costs (legal, accountancy, advice and guidance); why the accounts were not subject to a full audit (independent examiner up to £1/2m turnover); designation of any reserves (no); are we too wealthy to qualify for grants (presents a challenge but bulk of balance sheet is our building value)

Proposer – James Hill Seconder – David Calverley

RB is stepping down as treasurer (and trustee) but the Playhouse now has Jody Kendall as book-keeper covering all day-to-day duties. RB will still be around to assist in the transition to the new treasurer.

**SECRETARY** – Nicola Swan’s (NS) short report was summarised, noting in particular the imminent appointment of a new theatre manager and thanking the staff team for all their hard work. Graham Smith (GS) spoke about the theatre building development element, highlighting the expert team who have been working on the new plans, the planning exploration and thinking about possible grants. A meeting in February had approved progression to the next stage of enquiry but there would be more consultation with members before progressing to the next stage. A mix of debt, partnerships with other organisations, and Playhouse resources was the most likely source of funding but it will take years to put together.

Questions were asked about communication plans (to be full); justification of new manager expense (small addition to existing expense and to be accompanied by new income and cost savings); manager role in artistic side of theatre (Artistic Director remains responsible for play selection but manager will work with all communities); plus a comment to thank Joy for all her work and a request from two members for a copy of the new manager’s job description.

**PUBLICITY** – Marcia Hughes’s (MH) report was presented. It has been a challenging year but thanks are due to the people who have worked hard on the committee, and kept things moving on and significantly expanded our online presence. Ann Mutton’s work on poster distribution was noted and Livy Potter’s involvement was welcomed.

Questions were asked about keeping the website up-to-date (acknowledged as a challenge needing to be addressed); a members only section (not planned at present but hoping to move towards more open online communication including newsletter and acknowledging time and expense on six-weekly paper communication; ‘stuffers’ thanked; printed communications will still be available); building the link with Ilkley Grammar School (agreed); and a comment was made on the joint responsibility of directors and actors.

**VOLUNTEERS AND EVENTS** – NS’s short report was summarized, noting in particular the considerable contribution made by volunteers in so many very different roles.

A question was asked about the follow-up to the sound and lighting training (with apologies - still to be acted upon).

**HOUSE AND TECHNICAL** – Richard Speight (RS) explained the combination into the Facilities Committee. Training and safety are priorities and having a new manager will enable us to make much more progress here.

**GREENROOM** – Andrew Leggott (AL) presented the report and confirmed that this continues to be popular. He highlighted that there are now 44 senior members and noted the success of the two greenroom productions.

There was a comment on the success of Romeo and Juliet.

**WARDROBE** – RB’s report was presented. Jill Coulson will return in the Autumn. More volunteers are needed.

**LITTLE THEATRE GUILD** – RB’s report was presented.

NB. A request was made for less abbreviations and acknowledged.

## 5. TO CONFIRM THE APPOINTMENT OF PRESIDENT

Roger Davy agreed to continue as President for a further year – all members at the meeting concurred. RD indicated he would stand down at the next AGM.

## 6. TO ELECT THE OFFICERS AND COMMITTEES FOR 2017/18

### Trustees

Treasurer - Bruce Piper was nominated and appointed

### Executive Theatre Committee (ETC)

Artistic Director – Jamesine Cundell-Walker was nominated and appointed

Publicity and Marketing Chair – David Kirk was nominated and appointed

House Director – Richard Speight was nominated and appointed

ETC Secretary – Diane Smith was nominated and appointed

There was no nomination for Social Director. This will be discussed by ETC.

Committee sign up lists remain on the corridor noticeboard.

## 7. TO APPOINT THE REPORTING ACCOUNTANT 2017/18

Alan Barber and Co recommended and agreed.

Proposer - Marcia Hughes; Seconder – Tim Mutton

## 8. OPEN FORUM

**James Hill** asked if the Trustees were liaising with the Parish Council (PC) in various developments in the town? **Roger Davy** confirmed that he is in talks with the PC and planning more involvement/tours/events. **James Hill** also wanted to thank Sheila Morgan for her work in the box office over many years and she is missed.

**Chris Cundell** asked for a breakdown of costs for individual plays.

**Kay Van on behalf of Maggie Warren** asked how members will gain entry into the building, now that Joy Bray is not working until 7pm. NS confirmed that this will be addressed.

**Len Taylor** wants it to be recognised that the new manager will have a difficult job in front of them and everyone should help them settle in. **Graham Smith** and **Roger Davy** acknowledged the challenge and asked for members to give the manager a warm welcome and acknowledge it would take some time to settle in.

**David Park as Safeguarding officer** – plays involving children cannot go ahead without the help of accredited chaperones. With the help of Claire in the office, he is contacting the majority of parents to encourage them to act as chaperones for their own children.

**Sue Piper** – wanted to praise the work done on this season's Relaxed and Dementia Friendly Performances and hoped to see this continue in the future.

**Ian Wilson** noted the significant contribution made by our presidents and indicated that the role is much more than just a figurehead. He also encouraged the trustees to look at improvements to the auditorium.

The meeting closed at 9.05pm.

Minutes prepared by Niccola Swan and Diane Smith

**AD report to the Ilkley Playhouse AGM  
June 19<sup>th</sup> 2018**

It's been an exciting year for me, albeit not without its challenges.

I began my tenure with a base line assessment, interviewing audience members, actors, office staff, FOH staff and backstage volunteers. Many views which were expressed were valid and have informed my decision making. Some were quick fixes (a Fringe play open to all new members to take part) others will be a slower burn, but be aware that views have been listened to.

Throughout I have tried to keep to the founding principles I set myself at the outset, and these are:

- Artistic Integrity
- Financial viability
- The needs of ALL the members

Artistic integrity

I have kept my finger on the pulse with all productions, attending rehearsals and giving feedback to directors and also actors if requested. In a spirit of fairness I have invited other experienced directors to give feedback on my own productions. (Yvette and Andrew Leggott) I think we are developing more consistency in the quality of productions and directors' feedback which has been received after every production has been very useful and informative. In some cases it has informed change.

The Casting Committee continues to learn lessons, and better Fringe opportunities have allowed actors to be tried out in a short run before being cast in a main house production. Space has been very tight on the premises as Justine works on increasing footfall through outside events, but we must remain committed to our Fringe. I think short run productions as a training ground for actors of the future are essential to our health as a learning and developing community. My thanks to all the casting committee, they work very hard on our behalf.

The Play Reading Committee again rose to the challenge of reading about 45 plays before coming up with the 2018-19 season. I thank them for their efforts. Audience interviews informed our choices, but the final analysis showed us that there is no sure-fire choice of play which will fill the theatre. The musical was very popular with large numbers and remains an important part of the season next year. We have chosen a season with a strong feminist theme as we commemorate the vote being granted to SOME women in 1918. Next season I am experimenting slightly with the run length. Opening night is still often poorly attended, so two plays will open on Thursday next season, and one will have an additional matinee which will be relaxed. The Junior Greenroom production was again very popular and I would like to thank Andrew and Lisa for their hard work.

Financial viability

I am fast gaining a reputation as a terrier where costs are concerned. Born a Yorkshire woman I know the value of a pound and careful housekeeping has begun to improve our viability already. But all the savings in the world cannot compensate for poor audience numbers. To really balance the books we need every single member to be selling tickets with enthusiasm, taking opportunities to push advertising, especially on social media.

Sometimes it is just a matter of every member attending every play- that would make a significant difference! And we owe that to our Playhouse. So come on members, make it your resolution for the new season to come and see every play- Wharfeside, Wildman and Fringe. Together we can make the Playhouse profitable again! Which brings me to:

### The needs of all members

Without our wonderful membership of volunteers, this theatre could not exist. You have such skills and talents as a group which you freely give in order to maintain this fabulous theatre. Some of you have been giving in this way for decades, some for a shorter time, and many are new members. One of the bits of feedback which made me most sad was the number of new members or lapsed members who felt they had not been welcomed or not given opportunities, especially to act.

I have now started sending a welcome email to every new member, and to members re-joining the Playhouse. This outlines the wide variety of opportunities in the theatre and who to contact. It also states in no uncertain terms that sitting at home waiting for a call is not the best way to be a part of our organisation. Many new members have asked to meet me and have a tour of the building, and many have been immediately embraced into a production or put under the wing of a longer standing member. There have also been four production opportunities for new recruits to acting, with open readings or workshops rather than through traditional casting routes. Let's make sure our doors are always open. There is no denying that lots of us are getting older and will need to be replaced with younger models soon.

This year I have initiated 'termly' training sessions which have been quite well attended. It would be great to have more people joining in and also more people offering to lead training. In November I ran a directors Workshop (16 people attended) In February we had a fantastic Voice Workshop led by Jo Clark who is a professional Voice coach (14 attended) and on July 4<sup>th</sup> Gordon Williamson offers a workshop about set design, which I am very excited to attend. We need to acknowledge our need to keep learning, and to know more about all aspects of theatre ( I go to summer school nearly every year). So come on, who will lead stage management? Lighting design? Sound? A workshop on physical theatre is already planned for autumn.

### Other matters

- We've had a couple of tours this season which have been successful both artistically and financially
- 'Visitors' was entered in the Wharfedale Festival
- Policy documents and guidance are all updated. Contact me if you would like your own copy of any of them

PLEASE CONSIDER JOINING COMMITTEES. WE NEED A CONSTANT FLOW AND ROTATION TO KEEP IDEAS FRESH. MY PERSONAL APPEAL IS FOR MEMBERS TO JOIN CASTING AND PLAY READING, ESPECIALLY MEMBERS WHO ARE NOT ACTORS. SIGN THE LISTS DOWNSTAIRS ASAP.

## 2018 AGM - Theatre Manager report

It's nine months since I joined Ilkley Playhouse and in this short time I have been inspired daily by the dedication, commitment and pure passion of our wonderful members, volunteers, trustees and staff. It is an absolute pleasure to work alongside such talent. We have something very special here and I'm excited to be part of its future. Thank you for welcoming me with such warmth and support.

Special thanks must go to Rosie Bond. I am full of admiration and respect for how much Rosie achieved as Treasurer and "Manager" and remain incredibly grateful for her continual guidance and immense Playhouse knowledge.

### Events

Good progress is being made with external events and developing relationships with visiting theatre companies. Events had dwindled during the first half of the year financial year with very little booked in the diary. By working around our busy schedule of rehearsals and productions, we are now starting to see a bustling building with lots of activity on a more regular basis. As well as being a much-needed source of revenue, events enable us to showcase our fantastic facilities and attract wider audiences who are not regular visitors.

By offering a variety of events and productions we will soon become a vibrant creative arts hub once again where audiences look to our seasonal calendar for plays, music, comedy, poetry, writing, drama classes, costume and venue hire. There will always be a range of audience attendances and financial outcomes, with some notable successes.

Since April this year, we have seen a selection of visiting theatre companies with the successful *Bouncers* from Bite My Thumb Productions attracting over 100 people to its one-night show, and *Truth Will Out*, a murder mystery play, appealing to all ages including families. *Stagefright Comedy Club* has seen a significant improvement during the last six months with a regular audience of 80 plus and increased takings on the bar. Notably there were no music events in the diary for 2017. In the coming months you will see more gigs scheduled, as well as visiting theatre companies, a writer's evening and a charity evening with a dementia friendly performance of *The Last Memory*.

Our valued regular hirers have continued to support the Playhouse. October 2017 and March 2018 saw the successful return of the *Vintage Fair* and the local *U3A Voyagers* making use of the Wharfeside/Greenroom/Sheridan Suite. *Good Neighbours: Moving On* group have met every Monday morning and *Ilkley Film Society* continue to meet for their annual programme of Sunday evening films. We have seen our spaces used by *Outside the Box* for an Art Exhibition in the Greenroom and for drama rehearsals in the Wharfeside. *Ilkley Arts* have hired the Wildman for presentation evenings; *Skipton Building Society* for a social media workshop and award ceremony rehearsals, and several local charities have enjoyed the use of the Wildman too.

We've developed further links with *Ilkley Literature Festival* which takes place throughout our building for 16 days in October each year. The popular *Festival café* has continued during the *Ilkley Literature Festival*.

As well as developing contacts in the music industry, local groups and amongst the visiting theatre companies, I'm interested in developing relationships with events for children, young people and families. I also think that we should look at the success of *An Evening with Alan Titchmarsh* and work towards inviting other guest speakers on popular topics. All suggestions welcomed in the Events Suggestion Box located near the pigeon holes.

### **Community activity**

Our links with the local community continued with a drinks reception for local businesses and volunteer organisations at our *Gala Evening* in September 2017. We also welcomed the *Ilkley Business Forum* with a drinks reception, tour of our building, and preview of our production of *Role Play* in the Wharfeside theatre. Both were worthwhile ventures which saw us raise our public profile by opening our doors and greeting local voluntary groups, organisations, schools, prominent individuals and local businesses. All this is excellent for customer service and broadening our engagement. We have another Gala evening planned for November this year. We also welcomed a group of students from *Craven College* with an educational tour on all aspects of health and safety in the theatre.

May 2017 saw the Playhouse in the Carnival procession with actors distributing flyers. For the Carnival in May of this year, we decided to try something different. As well as handing out flyers during the parade, we also had an Ilkley Playhouse stall in the Carnival field where we publicised our theatre. We gave out flyers, IP bags and mouse mats, signed up new volunteers and engaged directly with the local community. We hope to build on its success and attend other local and community events throughout the year.

We are currently looking at ways in which we can work with some of the members from Outside the Box who are seeking work experience in all areas of the theatre.

### **Volunteers**

All this would not be possible without our volunteers. Thank you to all those who support our plays and events by volunteering their help and/or attending. The Playhouse is totally indebted to the many people who give their time voluntarily. The enormous contribution from all the volunteers to our productions and events enables the smooth and continued running of the Playhouse.

A variety of social events were held for the benefit of our members. The President's Party was a celebration of our wonderful volunteers and their commitment and support. We hosted training workshops for actors, along with fire evacuation and defibrillator training for our volunteers. Ilkley Players Club Christmas Coffee Morning is now a fixed event in the Playhouse calendar and was attended by lots of members, volunteers and families of our Greenroom students.

The play rotas are now working well with Heather Cheatham communicating regularly. Good progress is being made with attaching each volunteer to their preferred area of interest which enables easier communication regarding specific front of house roles. An article in the Ilkley Parish Council newsletter in February of this year, as well as internal adverts for volunteers around the building, have attracted 12 new volunteers. We are planning an external

volunteer recruitment campaign for later in the year and will have a volunteer handbook and training programme ready for the launch of the campaign so that all our volunteers feel supported.

### **Other information**

We are currently redesigning our New Season Brochure which will include upcoming events as well as our productions. The office has continued to provide day to day support for the publicity of all our plays, fringe, Greenroom productions, social and external events.

The Membership team have worked hard on making our membership benefits clearer with a revised renewal form, free membership for under 25s and priority booking for special events. There is now an option to receive our fantastic newsletter via email. Our permanent booking system has been clarified with a clear list of dates when members need to confirm and pay.

Our box office policy and opening times have been clarified and we now have an additional Saturday morning box office opening before a Wharfeside production. These initiatives are more customer friendly and help to make everything run more smoothly.

Much work has taken place on the new General Data Protection Regulation (GDPR) and we now comply with the new data protection requirements. Time has also been spent producing a staff handbook and ensuring that staff contracts are in line with current statutory requirements; these should be ready soon. Several IP policies have been reviewed and updated. Work has started with developing a sponsorship package and encouraging more advertisers, as well as investigating other funding possibilities. A comprehensive Greenroom review has been completed which involved support from the office organising and collating the survey.

A plea for help with maintaining and updating our website! We would be delighted to hear from anyone who is interested in volunteering some time to ensuring that our website is always up to date with our latest blogs, news, events and backstage happenings.

Finally, I would like to acknowledge our superb team of part-time employees who have made me very welcome. Thank you for all your hard work looking after the office, box office, cleaning and maintaining the building throughout the year, and ensuring that our volunteers are always well supported. It's a pleasure to work with each of you.

*Justine Sowden, May 2018*

## **PUBLICITY AND MARKETING REPORT TO ANNUAL GENERAL MEETING – JUNE 2018**

The committee meets the final Thursday of each month. During the 2017/18 season, we have reviewed the manner in which we work so that our key objectives remain focused on driving up audience numbers for in-house productions, studio ('in house' fringe) productions, visiting fringe and other community events. We set a clear operational direction and our highly efficient office staff subsequently carry out the bulk of marketing work.

The weekly column in the Gazette is expertly written – Claire does a fantastic job of this. However, the "reach" of the Gazette is not vast (and diminishing) so we have expanded this work to regular features in the T&A (watch out for an article about the theatre as the jewel in Ilkley's arts crown!). Social media is proving one of the main drivers in advertising our productions and Livy Potter does sterling work in this department. The appointment of Justine as Theatre Manager has resulted in more visiting companies (not just plays but music and other events) so we really are a community hub for the arts.

Thanks must also be recorded for the small group of volunteers who meet before each main house production to collate the newsletter (so well edited by Denise MacGregor) with the programme then distributed/posted to members, which acts as a prompt to book seats.

Poster designs have been of a high quality and the A6 cards with 'blurb' have proved popular. Thanks to all our volunteers who take posters to different venues. Photographs of final rehearsals (thank you to all our photographers – we have attracted some new ones as well!) also contribute to marketing.

Costume and venue hire are regularly promoted through leaflets, the season programme, community and theatre groups.

### **Impact**

- Audience numbers for some 'in house' productions have not reached the levels we hoped for or expected despite the work outlined above
- However, audience numbers for many visiting fringe and arts events have increased
- Our profile in the town and community remains high – continued attendance at community events such as the Carnival, or the Business hub, the new large town centre poster is vital
- Costume hire has increased significantly bringing in higher income
- Venue hire has increased and is bringing in greater income

### **How you (members/patrons) can help**

- Share all social media posts with ALL your friends and acquaintances
- Text everyone in your phone details of productions – especially if you are involved
- If you are involved in a production, tell ANYONE WHO WILL LISTEN how well rehearsals are going and how good it is going to be
- Attend each production (it is amazing how many of our playing members do not support each other)

- Distribute the new season programme to ANYONE and EVERYONE

**Current priorities for the committee:**

- Review changes made to the Wharfeside Theatre productions (adding photographs and providing far more information about a production – director’s take, period, important events of the time, etc.) as result of feedback from our audiences
- Produce the autumn/winter season brochure (2018/19) in a brand new format (similar to Alhambra and WYP) that will also incorporate fringe, greenroom training, incoming events, costume and venue hire. It will have a simple calendar on the back showing day-to-day events/productions
- Establish publicity champions for each individual main house production as outlined in the newsletter
- Challenge ourselves to think of innovative marketing strategies – we need your ideas!
- Ensure that we have clear terms of reference with delegated spending and decision making

**Conclusion:**

Thanks to hard working members: Kate Ayre, Roger Davy, Claire Emmott, Ann Mutton, Sue Piper, Livy Potter, Justine Sowden (not forgetting Diane Smith who sadly resigned part-way through the year) **AND NEW MEMBERS ARE VERY, VERY WELCOME** - please join us. We get lots of “advice” from members as to what we ought to do – we need more volunteers to do it!

**David Kirk – Publicity Director**  
06.06.18

## **Treasurer's Report for Ilkley Players Ltd 2017/18**

During the year the Playhouse made a loss of £18,715, which was significantly better than the previous year (£37,825) due to the trip to Minack, which added £21,792.

Play income (ex Minack of £58,867) was £107,271 compared to £110,786 the previous year. The principal reason for the drop in income is a reduction of 5% in ticket sales. Play margin (ex Minack £21,792) however improved from £60,905 to £62,268, reflecting lower production costs, principally royalties, although good control over play production costs and the ticket price rise in January also helped. Other income margins were similar to last year with the exception of events and lettings where improved control and activity helped increase margin by £2,519

Non-play costs were principally similar to last year with the exception of labour costs which increased by £11,998, reflecting the recruitment of the theatre manager, professional fees by £4,821 (being the write-off of fees incurred on the building development project which has now been put on hold) offset by a reduction in depreciation costs of £9,853 due to a change in policy to stop depreciating land and buildings.

There was a cash outflow of £8,347 in the year despite the contribution from Minack. Cash reserves at the year end were £117,173. Without the funds provided by Minack there would have been a cash outflow of £30,139 in the year. Cash reserves therefore cover 4 years of future losses.

Consequently, actions are required to improve the financial position of the Playhouse to ensure long term financial security. Ticket prices were increased by £1 across the board from 1 January which should add circa £8,000 to cash flow on a year on year basis. Tight cost control over play productions is being operated by the new AD which we anticipate improving play gross margins year on year.

The new theatre manager is actively seeking new sponsorships and financial support from a range of organisations, and has instilled improved financial control over fringe productions and the general operation of the theatre which started to show through significantly in the last quarter.

Above all we need to ensure that we continue to offer a range of high quality artistic performances that will increase our offering and audiences.

The aim is to be at cash breakeven, excluding any Minack contributions, within 2 years to enable any surplus funds from Minack to be re invested for the future.

### ***Theatre development projects and future plans***

Future large-scale development plans as discussed at the last AGM were put on hold during the year as the cost of the development increased to such a level that it was considered too ambitious a project for the Playhouse and that it could endanger its short term financial security. The intention is to restore profitability over the next 2 years at which point more modest development plans can be reconsidered.

## Secretary's Report – AGM 2018

This report is very different to last year's now that we have Justine Sowden in place as our manager. A great deal of what the trustees were having to get involved with is now in her very capable hands, as can be seen from her report to this AGM. It is to be hoped that this transition can continue still further as Executive Theatre Committee (ETC) roles and the division of work becomes more defined. Clearer terms of reference and job descriptions for key volunteer roles are a priority for the next few months.

Trustee meetings have taken place every other month, in the main jointly with ETC. We have had the full complement of trustees during the year. Graham Smith has advised that he will step down after 9 years as a community trustee and our chair. Unfortunately, he cannot be with us at our AGM (as he is at a family wedding in Italy) but has sent this message:

*I would like to take this opportunity to say how much I have enjoyed most of my 9-year involvement with IPH as a Trustee and I would like to take this opportunity to wish you, and other Trustees and volunteers all the best for the future.*

*The Playhouse is a unique community asset and I hope that under your combined stewardship it will continue to flourish and prosper for many years to come.*

Our president will say more at our AGM about Graham.

Marcia Hughes has also decided to stand down at the AGM, having been an excellent community trustee since 2012. She has contributed to the Playhouse in many ways, particularly in helping with publicity, the website, membership and staffing. She will remain involved as a volunteer.

There are thus two community trustee vacancies, and the member trustee positions currently held by David Wallbank, Patrick Hebbert and Niccola Swan are open to nominations.

Damien O'Keeffe has been chair of ETC for two years but has indicated he will not be standing again; he is to be much thanked for his contribution and the breadth of experience brought to the role. Richard Speight is going to focus on his House / Technical role and so the position of Training Director is vacant. Thanks are due to Diane Smith for her expert minute taking in the role of ETC secretary and as a member of the Publicity Committee; she resigned in January 2018.

There are consequently ETC vacancies for chair, Training Director, Social Director, and ETC Secretary.

This all means that there will be a lot of changes in our key roles. On this basis, our invaluable president Roger Davy has indicated that he will be willing to stay in position until the end of 2018 if the feeling of the meeting is that this should be agreed.

The trustees agreed during the year to defer any further thinking on the theatre development project for the moment. This was as a result of not being successful with our first Arts Council funding bid, rising costs, needing to get our present finances a bit more stable, and wanting to support Justine and our staff team in getting all the basics of the theatre operation more firmly embedded. Some superb preparatory work has been completed under the leadership of Graham Smith and we will undoubtedly come back to this at some point soon.

Niccola Swan

## **Technical, house and training report for AGM 2018**

The new Facilities Team seems to be working well alongside Justine and Bruce and we have now got some budgets for building repairs.

I would like to thank all my small and loyal team of volunteers and the 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 jobs.

The new seating storage seems to be working well and saves a lot of time for productions requiring tiered seating.

A special note on the cellar storage: please take great care when moving and storing items in the cellar area as these areas have delicate ceilings and some contain asbestos and must not be damaged.

We are working closely with the Trustees so that we have a compliant facility even though we have had a very busy season with many in-house and outside productions. Thanks to Justine for attracting a varied programme.

The Health and Safety of all building users is our primary concern. This is a two-way street and co-operation from all departments is essential for continued and improved safety for all. We will work closely with Training and Justine on the updating and improving of our training programme.

It is very important that the facilities team is kept up to date if there are any defects with equipment or the fabric of the building by either filling in the form by the office or emailing myself or David Wallbank; we can then 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.

I am happy to continue my role as House and Technical Director if wanted. I have been covering the Training role in the absence of any other nominees but will now stand down. A recent discussion with representatives of the trustees and ETC plus Justine, resolved that the House role is everything physical connected with the Playhouse building and infrastructure, and Training is the identification of training needs, including Health and Safety training of the people operating within it. The Training role holder will then co-ordinate the implementation through the function heads. Function heads will take responsibility for H & S in their area and the Training Director will coordinate and assist. A new role holder is required for the Training responsibility.

Richard Speight  
Chair, Facilities Committee

## GREENROOM ANNUAL REPORT – 2017/18

**Membership** The average attendance at the Junior Greenroom (ages 8-11), is 20 - 25, and at the Senior Greenroom (ages 12-18), 25 - 30. The classes meet every week to correspond with school terms, a total of 39 weeks per annum. From September 2017, the fees were increased to £45 per term (£40 for additional siblings) and will remain unchanged for 2018/19.

**Tutors** This is the eighth year the writer (Andrew Leggott) has led the Greenrooms. Nikki Ford, the other tutor, “retired” at Christmas 2017, after more than four excellent years, and was seamlessly replaced by Lisa Debney, who had previous experience of working with the classes. Other tutors have guested from time to time, (Jay Cundell Walker, John Howard, Julia O’Keeffe and Danny Horn – one of the Greenroom’s greatest success stories) 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. Exercises and topics might include, inter alia: script interpretation and presentation, trust and status exercises, sensory perception exercises, seven levels of tension, seven ages of man (body language), thought tracking, cliff-hangers, angels and demons, stage fighting, mask work, clowning and, since the advent of Lisa, musical warmups! (Reminds me of Mr Motivator!)

**Annual Production – Senior Class** Last December the Senior Class again took to the main Wharfeside stage (together with a number of adults) in the Nikki Ford/Jay Cundell Walker production of “Gregory’s Girl”, an extremely enjoyable venture. Although this year’s “A Christmas Carol” will incorporate a number of Greenroom Members, it is not a Greenroom Production as such. Students continue to fill younger parts in the main programme on an ad hoc basis.

**NT Connections** We have applied to be part of “National Theatre Connections 2019”. Ten plays are specially commissioned for youth organisations. If selected as one of the 250 participating groups from the whole of the UK, we are allowed to perform one of these at our home venue, followed by a one-off performance at a major local theatre, such as the West Yorkshire Playhouse. Ten companies from the whole group are then selected to perform their play at the National Theatre in London. Training and guidance is given by NT representatives throughout. We shall know if our application has been successful in mid-July, and a performance slot has been reserved in February 2019. If unsuccessful, an alternative Senior Greenroom Production will be presented then instead. A very exciting prospect!

**Annual Production – Junior Class** The January 2018 production was “Peter Pan”, directed by Andrew Leggott, assisted by Lisa Debney and Claire Emmott. (No flying I’m afraid – but it didn’t seem to matter) In January 2019, the same team will bring you “Pinocchio”. These Junior Greenroom productions have proved a great success. Difficult to believe we’ve only been doing them for four years.

**Adult Greenroom** These classes ran again from September to December 2017, but with only five participants, making continuation into the New Year unviable. Nevertheless, a stimulating and productive time was had by all. We shall try again in September 2018, if enough candidates can be found. 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 2017, as is now traditional. Despite the scaling down of the Coffee Morning itself, a record number of people attended this showcase. Same again this Christmas.

**Greenroom Survey** A Greenroom survey was conducted in early 2018, and the results have been reported in full in the Newsletter.

**ANDREW LEGGOTT    May 2018**

## Ilkley Playhouse Wardrobe AGM Report for 2017-18

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.

Sacha Denney-Rodwell is now managing our costume hire with help from Jill Coulson and Helen Rudge. If you have visited us up on the 3<sup>rd</sup> floor, you will see there is still a massive task underway to work through and catalogue the items due to our wonderful stock resource, which Pat Wildman put together over many years. We are very grateful to all our helpers who have been involved in hire and costuming plays this year. Our hire stock can be viewed on Facebook or we are open for enquiries by phone and email. Contact: Sacha on 07842 846968, [www.facebook.com/ilkleycostumes](http://www.facebook.com/ilkleycostumes) or [ilkleycostumes@hotmail.com](mailto:ilkleycostumes@hotmail.com), now also now on Instagram, [www.instagram.com/ilkleycostumes](http://www.instagram.com/ilkleycostumes).

Costume hire is currently open on Wednesday evenings 7.00pm to 9.00pm and Friday daytime 10.30am to 1.00pm and other times by appointment via the above contact details for Sacha Denney-Rodwell.

The Playhouse was host to another two of Jill Coulson's Vintage Fairs in October and April which were successful events including the coffee bar. There is another planned for October 2018.

In relation to plays, we are costuming from stock if we can or hiring in and each play needs a "costume co-ordinator" to work with Sacha and the ladies of the wardrobe. A plea from us, 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 as during 2017-18. Alterations, some making of costumes, providing accessories, laundry, ironing etc. are the responsibility of the "Sewing room" and take place at the Playhouse on Tuesday and Wednesday evenings. We welcome new recruits to this very valuable team, who have been working all year round, 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 Wardrobe involves co-ordinating 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 and Fringe productions each year, there is plenty of scope and help is needed all year round.

Rosie Bond ,on behalf of the Wardrobe Committee, June 2018

## Little Theatre Guild Report for 2017-18 for Ilkley Playhouse

The Little Theatre Guild grew out of a common idea that independently controlled amateur theatres might benefit from regular meetings to discuss problems, experiences and standards. The idea was first mooted in the 1930s and on 18 May 1946, nine theatres came together to establish the Guild. It now comprises 113 member theatres throughout the United Kingdom. The LTG's web-site can be found at [www.littletheatreguild.org](http://www.littletheatreguild.org) and they issue a quarterly newsletter and an annual yearbook listing all member theatres and their productions.

The Northern Regional Conference in autumn 2017, 29th September to 1st October, was held at **The City Theatre, Durham**, which I attended. One of the smallest theatres in the Guild, seating 70, Durham's theme was "**Drama is what drives us**" and showcased five productions from five different local theatres. Workshops held on the challenges of play selection, Lighting design and Youth Theatre. They staged '*And a Nightingale Sang*' on the Saturday evening.

The LTG 2018 National Conference and AGM was held at **The People's Theatre, Newcastle-upon-Tyne** from 20th to 22nd April 2018. Four of us (Jay, Chris, Sheila and I) from Ilkley attended the National Conference over the weekend and were very warmly welcomed. The theatre has recently undertaken major refurbishment of the ground floor area of their 1930's building in North Newcastle, a former cinema. The main auditorium seats around 430 and is steeply raked for most of the seating area, so a good view from all seats, there is an enormous stage, wide and deep.

The project aims were to build a replacement studio at ground level, new bar and foyer, improve disabled access to main auditorium, complete replacement and upgrade to electrics, new heating everywhere, replacement lighting and wiring including stage. So far it has cost them £1.5million. The studio is not yet open, a work-in-progress and fund-raising continues.

The theme of the Conference was "**Keeping Ahead of the Game**". There were four optional workshop sessions, Children in Performance, Wigs & Topknots – the Do's and the Do Not's, Fundraising, Marketing and Audience Development. Between us we attended them all. On the Saturday evening their production was of '*Trainspotting*' by Irvine Welsh, adapted for the stage by Harry Gibson. I think their brochure probably sums it up – a no-holds-barred, in-your-face cocktail of loud music, bright lights, strong language and adult themes. The AGM and Open Forum and Conferences are a great opportunity for networking with other theatres, sharing experiences and an enjoyable theatre weekend.

Coming up next. The Autumn 2018 Northern Regional LTG Conference will be held at **Stockport Garrick Theatre**, from 26<sup>th</sup> to 28<sup>th</sup> October. Then, next year, the Guild National Conference is to be held at the **Highbury Theatre in Sutton Coldfield** from 29<sup>th</sup> to 31<sup>st</sup> March 2019.

Interested members of our theatre are very welcome to attend and I can provide information as it is issued. The LTG is a very useful resource for providing help in running amateur theatre and information on the way things are developing in the world of theatre and cultural events in our communities. I am continuing as your LTG – Ilkley Playhouse Rep, so please still contact me or check the noticeboards for details of events.

Rosie Bond, LTG rep - June 2018