



THE MALTINGS THEATRE & ARTS CENTRE  
Annual Report and Accounts 2008 - 2009

## THE MALTINGS THEATRE & ARTS CENTRE

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Company Registration Number: 2332073 (England)  
Registered Charity Number: 701194

The Maltings Theatre & Arts Centre is operated by The Maltings (Berwick) Trust, a Company Limited by Guarantee and a Registered Charity. The Company has no share capital.

The Company is governed by a trust deed dated 2 May 1989 and by Memorandum and Articles of Association dated 8 December 1988.

The objects for which the Company is registered are to promote, maintain, improve and advance education particularly by the encouragement of the Arts including the arts of Drama, Ballet, Music, Singing, Literature, Sculpture and Painting.

# THE MALTINGS THEATRE & ARTS CENTRE

## Annual Report & Accounts 2008 – 2009

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at [www.maltingsberwick.co.uk](http://www.maltingsberwick.co.uk)*

*If you would like to receive it in large print, or you are a  
visually impaired person and would like a member of staff  
to talk through the publication with you, please contact The  
Maltings Box Office.*

## 1. THE MALTINGS THEATRE & ARTS CENTRE: OVERVIEW

In late 2008, shortly after the appointment of Miles Gregory as Chief Executive & Artistic Director, The Maltings announced plans for a new programme and vision that would:

**INSPIRE** through presenting world-class performances

**ENGAGE** through learning programmes and by working collaboratively

**ENTERTAIN** through a diverse programme of events

The Maltings Theatre & Arts Centre provides a critical cultural focus for the historic market town of Berwick-upon-Tweed, the town's hinterland, for the Eastern Scottish Borders and the North Northumberland area.

It is the premier performing and media arts venue for the region, and is the only arts centre of its type in the 120 miles that separate Newcastle and Edinburgh.

Housed within a landmark, purpose-built building (completed in 1990) in the heart of Berwick, The Maltings offers a full year-round programme that mixes world-class professional performance and film with community-centred activities and amateur events.

At the core of the building is the recently refurbished 325 seat Main House Theatre with proscenium arch stage, superb sight-lines, and associated back-stage facilities including a workshop and dressing rooms.

The recently renamed Henry Travers Studio is a large (150 m<sup>2</sup>) multi-purpose space which is used as a rehearsal, community and conference space as well as a venue for small-scale performing arts.



The Maltings also houses conference and meeting rooms, a radio studio and office for Radio Borders, the offices of the Berwick Film and Media Arts Festival, and a recently refurbished bohemian bar – the Stage Door Bar.

It is a bustling Arts Centre, with a buzzing sublet café/restaurant located off the foyer – which, under new management, has become The Maltings Kitchen.

It is hard to overstate the importance of The Maltings to the cultural matrix of the region. In a recent survey of over 250 local residents, 86% of respondents rated the importance of The Maltings to Berwick as 8/10 or above.

*Source: Maltings market research, October 2008*

## 2. FACTS AND FIGURES: 2008 - 2009

**7,596**

Attendances by young people aged five to nineteen years at workshops and classes

**74**

Live events consisting of one or more performances

**22,275**

Tickets sold for film and live performance events

**14**

Community or non-professional productions

**£147,665**

Taken in ticket sales

**£12,531**

Spent on refurbishing the Main House Theatre, bar, foyer and stairwells

**9.1**

The average response out of ten when local residents were asked how essential the Maltings was to Berwick-upon-Tweed. *Source: Maltings market research October 2008*

**1,694**

Average monthly number of tickets sold, April – December 2008

**2,398**

Average monthly number of tickets sold, January – June 2009

**£1,584**

Average monthly bar sales, April – December 2008

**£3,575**

Average monthly bar sales, January – June 2009

### 3. CHAIRMAN'S STATEMENT

In early summer 2008, a Newcastle-based firm of architects and consultants gave the Board a presentation of an initiative to develop the building alongside other significant investment proposals to develop the infrastructure of Berwick.

Shortly afterwards Dr. Miles Gregory, an accomplished Artistic Director, Regional Producer for Shakespeare's Globe and at that time Director of the Bristol Shakespeare Festival, agreed to evaluate the situation and make recommendations. As a result of his report the Board decided to take the financial risk, to employ Miles as its Chief Executive and Artistic Director from October 2008.

The Maltings had been operating for a number of years without an Artistic Director or Chief Executive. Staff had been filling these roles, including programming, as best they could.

Finance had been very tight with the grant budget from the now defunct Berwick Borough Council being cut by £17,195 per annum in the 2008 – 2009 financial year.

The programme had for some time been limited with a view to operating in a risk-averse way which focussed upon survival whilst providing a service to the community with popular and community events rather than more strategic programming.

The 2003 Lancaster Report, commissioned by Berwick Borough Council, included amongst its recommendations that core funding needed to be increased by £30,000 per annum to enable The Maltings to continue to thrive. Berwick Borough Council have regrettably not made any further contribution to the grant – indeed, it has been cut. There was an understanding that if an Artistic Director was employed the £17,000 would be reinstated. I remain hopeful that this will happen in the coming financial year.

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make recommendations. As a result of his report the Board decided to take the financial risk to employ Miles as its chief executive and artistic director from October 2008.

Our current strategic direction is informed by Michael Kaiser, former CEO of the Royal Opera House and current CEO of the Kennedy Centre, Washington, who has successfully turned around failing arts organisations of all sizes.

Kaiser recognises that in an arts organisation which is entirely resource-focussed, contracting the operations and programme further contributes to the organisation's problems as audiences lose interest and funders are uninspired by these limitations. The Board agreed that The Maltings needed to display confidence in itself, and in what it can achieve and implement energetic initiatives to regain its position. A strategy was formulated which involved considerable financial risk but was seen as the only way to successfully build the future.

The actions the Board has taken can be summarised under the following strategic headings:

a) There must be clarity over the leader  
The Board was clear on delegating all operating and most strategic decisions to the CEO. The Board restricts itself to governance matters and as a steering body for the CEO.

b) The leader must have a plan  
One of the first tasks of the CEO was to formulate our three year business plan 2009 - 2012.

c) Saving is not the way to health  
It was recognised that the building needed upgrading and a more sophisticated marketing strategy employing modern technology needed to be implemented. The Board released some funds from a small reserve to devote to these needs

d) Extend the programming calendar  
The CEO immediately started working upon a programme reaching up to three years ahead

rather than the time horizon of a few months that was the previous norm.

e) Conduct aggressive marketing campaigns  
More funding and better communications were implemented to increase the awareness and image of the Maltings, including aggressive e-marketing. A new programme, the appearance of the building and image were developed.

f) Ensure there is one spokesman - disseminating a positive message  
Significant effort was successfully expended to improve relationships with the local press, the few local people who had been publicly negative, and potential sponsors.

g) Base fundraising on the larger donor but don't aim too high  
The Friends of The Maltings organisation has been restructured, with subscriptions raised now going directly to The Maltings itself. The Friends of The Maltings committee is now focussed more clearly on fundraising and social events. We have appointed a Marketing and Development Manager to pursue partnerships and sponsorships with local businesses.

h) The Board must be restructured  
The Board uses a skills audit to identify skill-set deficiencies or weaknesses. A PR Consultant, a practising and qualified lawyer and the Chief Executive of a Community Trust joined the board in this period to fill identified skill-needs. There remains a gap in arts and financial management experience.

i) Staff issues must be addressed  
The Board has committed to ensuring that we work with our staff to ensure that they reach their full potential. A Performance and Development Review process has been implemented successfully and training made available.

The 2008 - 2009 period has seen a sea-change in the way we operate as an organisation. The last quarter of the year saw our audience figures double, bar takings

more than double, and a renewed confidence and optimism on the part of our local community.

However, the accumulated effect of increased investment in the future and grant cuts has resulted in a significant deficit this year. We expect to improve this position in the forthcoming year by increasing our income from activities, funders and sponsors.

Our programming has dramatically increased in quantity - and more importantly, in quality. In May I saw the former Poet Laureate, Sir Andrew Motion, give prizes to a number of local schoolchildren who had won various sections of a poetry competition as part of our first Festival of The Spoken Word. Those young people will never forget their experience that night - and I was proud to be the Chairman of the organisation that made this possible.

I would like to thank our hard-working staff, as well as my colleagues on the Board, for all their efforts both now and in the future. None of this would have been achieved without the skill, knowledge, energy and commitment of our new CEO Miles Gregory.

I would also like to thank our main funders: the former Berwick Borough Council, and Arts Council England, North East. Our future, while still contingent on increased grant funding, appears significantly brighter than it did a year ago. We are really looking forward to our new relationship with the Northumberland County Council, whom we know will recognise the vital contribution The Maltings makes to our region.

As a Board, we recognise our responsibility to our community to ensure that, on our watch, The Maltings reaches its full potential.

I hope you find that this report accounts fully for our stewardship and conveys our sense of ambition for the future.

**Maurice Ward**

## 4. CHIEF EXECUTIVE & ARTISTIC DIRECTOR'S REPORT

A few months ago, I was privileged to address over three hundred of our local community in our Main House Theatre as part of our Spring Season Launch Party. It was both a humbling and inspirational experience. Our newly refurbished theatre looked incredible, as a result of much hard work on the part of the whole team here the evening went without a hitch, and I was very lucky to be able to talk to many local people about their relationship with The Maltings and their expectations for the future.

The evening impressed upon me the importance of a dynamic cultural and artistic ecology to our community.

I have lived on and off in Berwick-upon-Tweed since I was eighteen years old. I knew The Maltings many years before I had the honour and responsibility of leading our organisation into the second decade of the new century.

I firmly believe that our region deserves not only the superb opportunities for participation in the arts that The Maltings provides, but that we must strive to offer our audience a route to escape – for a few hours at least – their everyday lives and experience a different reality.



*Main House Theatre following refurbishment, March 2009*

I hope that whenever one of our audience enters our theatre they step into an inspirational and liberating space where they can experience the transformative magic that so strongly characterises participation in the arts, whether as a performer or spectator.

We are lucky to operate in a region whose social and political leaders recognise the importance of the role the arts play in strengthening social

cohesion, healing damaged communities, driving tourism and enhancing everyday quality of life. Our principal funders, Arts Council England and Berwick Borough Council (from 1 April 2009, Northumberland County Council), have for many years supported The Maltings. Without this support we would be unable to continue our work.

Yet at this moment it is more important than ever for public bodies to understand the vital importance of the role that the funded arts sector plays in isolated and deprived communities such as North Northumberland and the Eastern Borders.



*Open Mic Night, Stage Door Bar*

The Maltings provides significant public benefits to our local communities. In 2008 – 2009, The Maltings had over 7,500 attendances at our regular weekly young peoples dance and drama sessions. It is only through our funding that we are able to provide these sessions for an affordable cost to attendees. We offer a wide range of discounts on our ticket sales, as well as many low-cost tickets. We provide free or heavily subsidised space to our local community for dance, drama and writing workshops. We work enthusiastically with local non-professional and professional practitioners and organisations to provide the highest possible standards and platforms for them to evolve and grow as artists.

In my role at The Maltings, I am firmly committed to providing value for money to our funders and stakeholders – particularly the tens of thousands of local people who support us directly through their council tax payments.

We have completed, ahead of schedule and just about on-budget, a full cosmetic refurbishment

of our building. As a result of the improved atmosphere and drinks menu in our theatre bar, takings have more than doubled since our refurbishment was completed at the end of February.



*Nancy Steele annual local dance showcase*

We have more than doubled the amount of programming, as well as changing the strategic direction of our programming to attract more nationally known artists and public figures.

Ticket sales – both by number of tickets sold and the value of those sales – have doubled since our new programme came online in March this year.

We have re-negotiated our relationship to our loyal supporters by re-launching our Friends programme, offering substantial rewards to members in keeping with the value that we place upon their Friendship.

The Maltings is deeply embedded in the community and relies on voluntary help. Besides those amateur performers and artists who display their talents at The Maltings, over thirty volunteers assist year-round with stewarding events and performances, enabling longer opening and lower staff costs than would otherwise be the case. Most volunteers are members of the Friends of the Maltings, who are mentioned separately in this report. We would like to thank our volunteers and the Friends of the Maltings for their invaluable help, without which we would not be able to continue our work.

Direct support also comes from other Trusts, businesses and organisations which is again much appreciated and indeed from the Trust Membership itself.

We also have an outward focus that seeks to actively take part in or support numerous other

community organisations within Berwick including the work of the Berwick's Future movement, the Berwick Events Group, the Market Town Welcome Group, the Riding of the Bounds committee and the Town Council.

We would like to take the opportunity to thank those individuals, Trusts, businesses and organisations who have supported us by supporting our community projects and outreach work, including PFL Audio Ltd., the Barrels Alehouse, the Berwick Community Trust and the Town Council.

We have ambitious plans for the future. The 2009 – 2010 period will see our programming continue to improve in quality; the refurbishment of the Henry Travers Studio to provide a high quality small scale venue for experimental, intimate performance; the continued refurbishment of our building; and – most importantly – a renewed commitment to producing and co-producing artistic work which reflects our community's aspirations and pre-occupations.



*Rehearsal for 'Gregory's Girl', Maltings Youth Theatre, February 2009*

We have a duty to ensure that our organisation continues to inspire, engage and entertain our audiences and the practitioners with whom we work. We must strive to offer more – and better! – than we perhaps have thought possible before. To do so, we must continue to rely both on the ticket-buying public and the patronage of the state. We will continue to do everything we can to repay your trust with great art accessible to all our community.

### **Miles Gregory**

## 5. SELECTED KEY ACHIEVEMENTS, 2008 - 2009

Bar, Main House, Foyer **refurbished**

Maltings Youth Theatre **tours** to Edinburgh Festival

Chief Executive & Artistic Director **appointed** after 5 years

Berwick Film & Media Arts Festival **moves** in

‘Friendship pact’ **signed** with Theatre Royal Newcastle

Crossing Borders exhibitions and events **thrive**

Programming **increased** by over 50%

Charity film night **held** for Palace Green Pavilion Trust

Bar opening times **increased** and **guaranteed**

‘The Big Screen’ film screenings for toddlers **commence**

Boiler and Plant machinery **replaced**, new IT online

Lease with Berwick Borough Council **signed** after 19 years

The Maltings Kitchen **launched** with new sub-lease

In-house cinema advertising **introduced**

Board membership **expanded**

**Representation** on Northumberland Strategic Arts Forum

Main Hall **renamed** Henry Travers Studio after local actor

Curator of Exhibition Spaces **appointed**

‘Hot desking’ introduced to **increase** administrative capacity

Friends of The Maltings successfully **re-launched**

Film discount card **introduced** for Berwick Youth Project

Northstar Centre users **offered** free films and facility use

## 6. THE BUILDING

In October 2008, the board voted to allocate £12,000 from reserves to pay for cosmetic refurbishments to the foyer, stairwells, bar and Main House theatre.

The refurbishment project commenced on 24 November and was completed ahead of schedule for a cost of £12,531 including all labour, design and materials.

The designer's brief was to create a 'magical' space for performers and audience in the Main House theatre, a sense of intimacy and warmth in the theatre bar, and a clean, modern look for the foyer space.

In the course of the work, generous discounts on materials were negotiated with local merchants including Homebase and Glendale Paints.

A mixture of professionals and volunteers, including many of the staff, friends of the theatre and members of the Board of Trustees, carried out the work.

The work on all spaces was completed one week before the Spring season launch party on 6 March 2008, on time, only very slightly over budget, and has attracted numerous positive comments from our audiences and users.

'If you haven't been to see a show at The Maltings for a while, you will be in for a big surprise next time you do. The transformation - complete with giant chandelier - of the auditorium is quite amazing and now gives an audience a true theatre experience. Well done to all involved.'

Editorial, The Berwick Advertiser, 25 February 2009

'[...] the new Chief Exec., Miles Gregory, has pulled off a wonderful new look and feel to auditorium, box office and bar for a relatively small sum.'

David Banks, Letter to the Berwick Advertiser, 25 February 2009

## Before refurbishment...



The foyer, November 2008



The theatre bar, November 2008



The Main House, November 2008



Stairway landing outside the circle, November 2008

THE FOYER: Before...



...& after.



THE BAR: Before...



...& after.



## THE MAIN HOUSE THEATRE: Before...



The designer was inspired by the classical design of the Main House Theatre - with its proscenium arch stage, stalls, circle and boxes - to transform the space into a beautiful 'Matcham-esque' theatre, creating a spatial narrative that implied a much older structure at the heart of the building around which a modern arts centre complex had been constructed.

The walls and ceiling were painted, the front of the boxes and circle were painted and swagged, and the boxes were curtained. Faux-plasterwork was applied to the walls, the front of the circle and above the proscenium arch.



Finally, the Friends of the Maltings donated the centrepiece: a forty-eight light, three tier, six feet tall crystal chandelier imported from the United States.

The results, as you can see on the following page, were magical.



The Main House Theatre, November 2008



The stage right boxes: the designer's original sketch

...& after.



## 7. THE PROGRAMME

In 2008 – 2009 we began to diversify our programme, moving away from the populist programme that was in place towards more challenging work.

### Community, non-professional & In-house

Our commitment to community, non-professional and in-house production during this period remained strong.

The Maltings Junior Youth Theatre Company performed *Peter Pan* to sell-out houses in June 2008. The Maltings Youth Theatre Company performed *Sweeney Todd* to packed houses in Edinburgh (selling over 600 tickets in their week long run, a remarkable achievement), and then transferred back to the Main House Theatre in October.

The Youth Theatre's second production in the year, *Gregory's Girl*, was performed in the Main House in February for three nights, and received excellent reviews in the local press.

The Maltings Youth Dance Company performed *Dancing Daze* in the Main House in June, selling over 600 tickets in a two night run, again with superb reviews in the local press.

The membership of the youth companies at The Maltings is over 200 strong. For many years Wendy Payn and Cheryl Stewart have, through

hard work and perseverance, built up the youth drama and dance provision at The Maltings to a very high standard. Their work in the 2008 – 2009 period helped literally hundreds of young people experience the transformative positive effect of drama and dance.

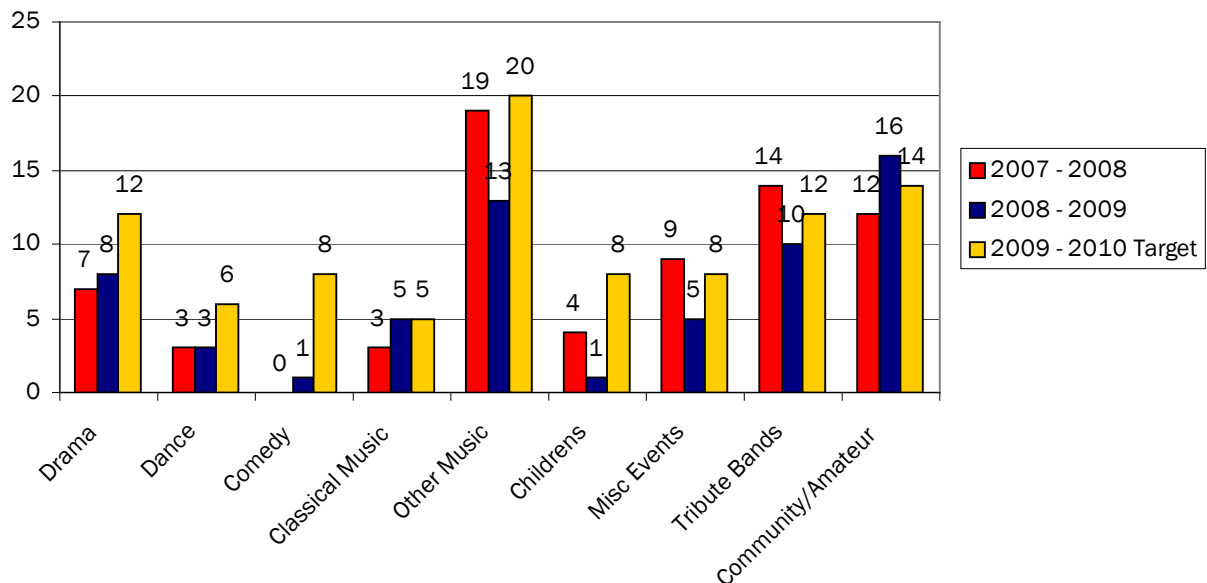


*Get Up & Tie Your Fingers*, Main House Theatre, Northumberland Theatre Company, March 2009

### Live Music

In line with previous years the emphasis in programming particularly in the first three quarters of the year remained on popular and tribute based music, including the ever popular Ally Bain & Phil Cunningham, Julie Felix, Duncan

### Live programme mix by genre, actual and targeted, 2007 - 2010



Chisholm and Ivan Drever, Dick Gaughan, Homeward Bound and a variety of tribute bands ranging from Real Diamond to the Cavern Beatles.



*Ordinary Son perform at Three of the Best*

### **Dance**

The dance programme was split between classical and modern, with performances from Jane Keenan's School of Dancing, Scottish Ballet, and the Maltings Youth Dance Group.

### **Drama & Spoken Word**

Drama and spoken word programming was light in the first six months of the year, but increased in emphasis in the last quarter.

We presented the regional touring productions of *Not About Heroes*, *Get up and Tie Your Fingers* and *Pub Quiz*, which were well attended, as were the touring productions of *Laurel & Charlie* and *Aesop's Fables*.

The Reduced Shakespeare Company toured to The Maltings in March and performed *The Bible: The Complete Word of God (Reduced)* in front of a well-sold house (70%).



*The Reduced Shakespeare Company*

This was the best-sold drama event of the year and was warmly received by the audience. It was also the first major production to play in the refurbished main house.

Without a doubt the most successful spoken word event of the year was the performance by Jason Manford – the well-known stand-up comedian – who sold out some three weeks before the performance date.

Perhaps most importantly, the Jason Manford performance brought a new, younger audience into the Maltings, many of whom were first-time ticket buyers. As a result of this, we will be increasing the quantity of stand-up comedy programming in the 2009 – 2010 period.



*Jason Manford, whose sell-out show on 10 January 2009 was the most successful spoken word event of the year*

### **2009/2010**

2008 – 2009 was a year of significant change, both in management and programming terms. In 2009/10 The Maltings will increase the quantity and quality of all programming in line with our mission to inspire through world class performances and to entertain through a diverse programme of events.

### **Building Partnerships**

In line with our mission to engage through learning programmes and by working collaboratively, we will continue to build partnerships both at a national level and with local arts and education providers. This includes extending our recently signed 'friendship pact' with the Theatre Royal Newcastle, which saw our staff visit their counterparts at the Theatre in November. In addition, we are establishing links with Shakespeare's Globe in London with the hope that we will be able to work together on an education or performance project in Berwick and the borders.

### **IT Infrastructure**

We will also continue to focus on our digital presence, through aiming to provide a free wifi service, a transformation of our website, the implementation of e-marketing, and through a greater use of LCD technology throughout the building. We have also recently set up a Facebook group for The Maltings. This currently has 120 members, and we are hoping to increase this to 200 members by the end of the 2009/10 period.

### **Financial Viability**

We will seek to improve our financial viability and to improve both the visit frequency and average spend per head of our audience by renovating our facilities, reviewing our ticket pricing structures and maximising our conference and catering incomes. As part of this, we are working with the Berwick Film and Media Arts Festival closely, both at Board and Executive level. One result of this increased collaboration is that the Film and Media Arts Festival moved their offices into the Cooke Suite at The Maltings in late January 2009.

### **Programming**

We will seek to increase the amount of programming during the period 2009/10 both to reflect the fact that we are the flagship arts centre for the region and to encourage the evening economy of the town. In 2008 we averaged 2.9 event nights per week. By the end of the 2009/10 period we want to increase this to an average of 5.0 event nights per week.



*Berwick Film and Media Arts Festival, The Cabinet of Dr Caligari, November 2008*

### **Drama & Spoken Word**

Our Drama & Spoken Word programme will seek to be both inclusive and ambitious, to increase programming risk without increasing operational risk, and encouraging local amateur companies to share the same stage as major international artists.

In addition to our professional programme, we will continue to work with local community groups, who produce an average of two events per month.

We will continue to improve our backstage and technical facilities through a gradual acquisition of lighting stock and a refurbishment of existing stock.

### **Film**

Our film programme will be greatly increased in 2009/10, to cater for increased demand due to the 2005 closure of the Berwick playhouse. This will be a mix of classic and new release films, and we will work with the Berwick Film Society to provide one foreign or art-house film per month.

### **Music**

Our Music programme will continue to represent a mix of local musicians, touring professional musicians, community music groups and Tribute acts. However, in 2009/10 we will seek to refurbish our main hall to provide a base for increased music on a regular weekly basis. The main hall, which seats i.r.o. 120 – 150 has been recently renamed the Henry Travers Studio to reflect our ambition to use this more frequently for performance rather than just for rehearsal.

### **Dance**

Dance remains a key part of our programming, and we are working with community dance groups to increase potential audiences for professional touring work. As with our other live programming, we feel it is important for amateur groups to share the same performance space (though not necessarily the same performance time) with world-class professionals. As part of this focus, we will seek to increase the quantity of professional dance programming during this period, as well as encouraging the local ecology of production.

### **Visual Arts**

Concomitant with our live/film programming is our visual arts programme. Currently, we work with the Arts Development Officer Louise Butler to showcase the work of Crossing Borders (Border based artists and craftspeople), as well

as with artists from our monthly Open Art nights and the Berwick Art Group. However, we are determined to work more collaboratively with local funded partners including the Gymnasium Gallery and Berwick Museum to produce shared exhibitions. In line with this aim we have renamed the upper portion of our staircase the Alexander Knox Gallery. We have appointed a volunteer Curator of Exhibition Spaces, with whom we are working towards meeting national touring requirements for major works of art, including upgrading our exhibition spaces and obtaining appropriate insurance.

**Working with the local community to provide an arts and culture ‘hub’**

The Maltings continues to provide an essential opportunity for local societies and individuals to participate in the arts and so contribute to social renewal.

Local groups who regularly use The Maltings include:

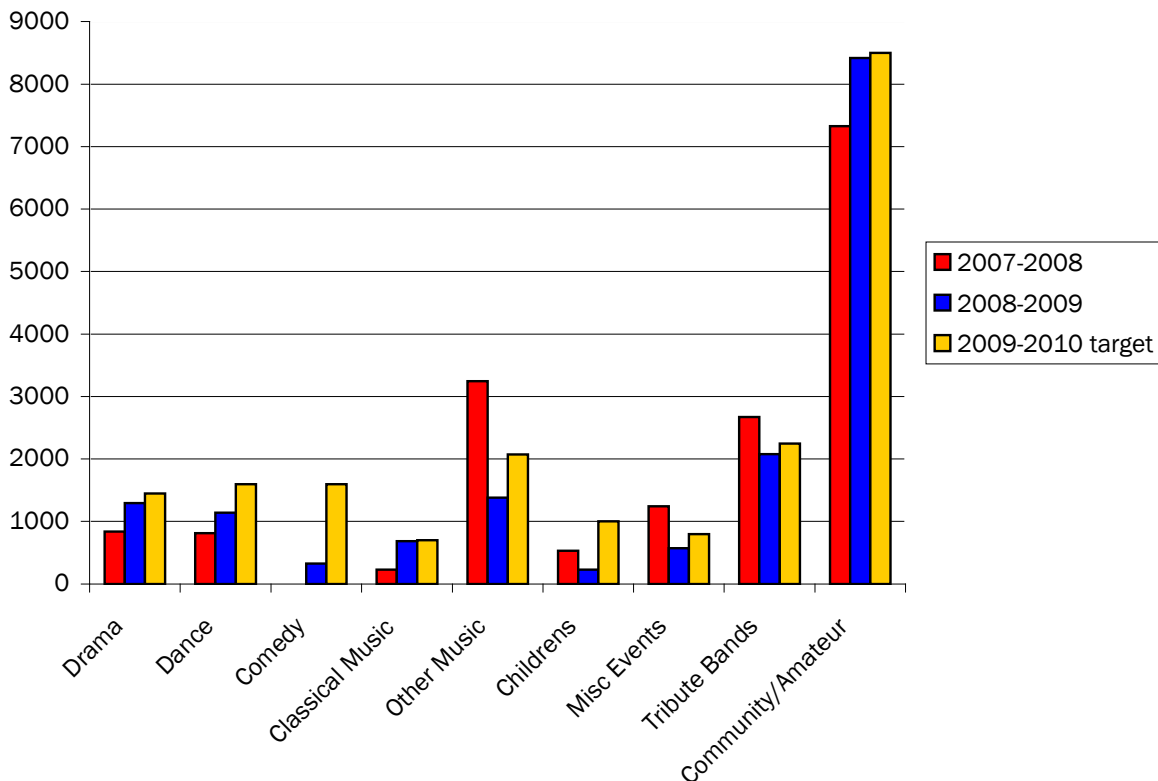
- |                          |                       |
|--------------------------|-----------------------|
| Berwick Operatic Society | Berwick Art Group     |
| Priory Players           | Berwick Middle School |

- |   |   |
|---|---|
| Community Theatre Company                     | Holy Trinity First School                 |
| Berwick Emergency Services                    | Borders Youth Theatre                     |
| Berwick Community Choir                       | Local Bands                               |
| Berwick Concert Band                          | Spittal Variety Group                     |
| Berwick Writers Group                         | UNI-I-SONG (Churches together in Berwick) |
| Berwick Rotary Club                           | The Jane Keenan School of Ballet          |
| University of the 3 <sup>rd</sup> Age Berwick | Tweed Children’s Choir                    |
| Berwick Film & Media Arts Festival            | The Northstar Centre                      |

Many of these groups use the premises for their regular rehearsals or meetings and others stage their performances/concerts here.

In addition, the Maltings continues to run its highly successful Third Age programme, which is open to all residents of Northumberland aged 50 years and over. The Third Age programme offers heavily discounted and free tickets to its membership, as well as special events such as tea-dances and films. It also arranges transportation for members who through disability or ill-health cannot otherwise attend cultural or artistic events at The Maltings.

**Attendance by genre, actual and targeted, 2007 - 2010**





*A folk music night in the Stage Door Bar, The Maltings*



*Dancers rehearse on stage in the Main House Theatre*

## 8. BAR & ANCILLARY

**Our bar, confectionery and ancillary sales are a vital part of our annual income. As part of our commitment to improve these revenue streams, strategic activity was undertaken in the latter part of the 2008 – 2009 period to increase sales figures and bring new revenue streams online.**

In addition to our traditional revenue streams from our theatre bar and confectionery sales, we brought online a restructured Friends loyalty scheme as well as opening a small theatre shop in our foyer.

### Bar refurbishment and re-structuring

In January 2009 we conducted a major building refurbishment project. Included in this project was a significant cosmetic makeover of our bar. Simultaneously, due to natural wastage, we were able to conduct a re-structuring of bar personnel. We hired a full-time Bar Manager, David Purves, to replace the network of part-time and casual staff who had run the bar previously. This has allowed us to budget more clearly for overheads.

We have now increased both our gross and net profit margins by changing our drinks menu and

prices. We have installed a low-cost sound system to allow us to play music in the bar. We have changed the lighting and décor in order for the bar to become more atmospheric – more of a social destination than a service facility.

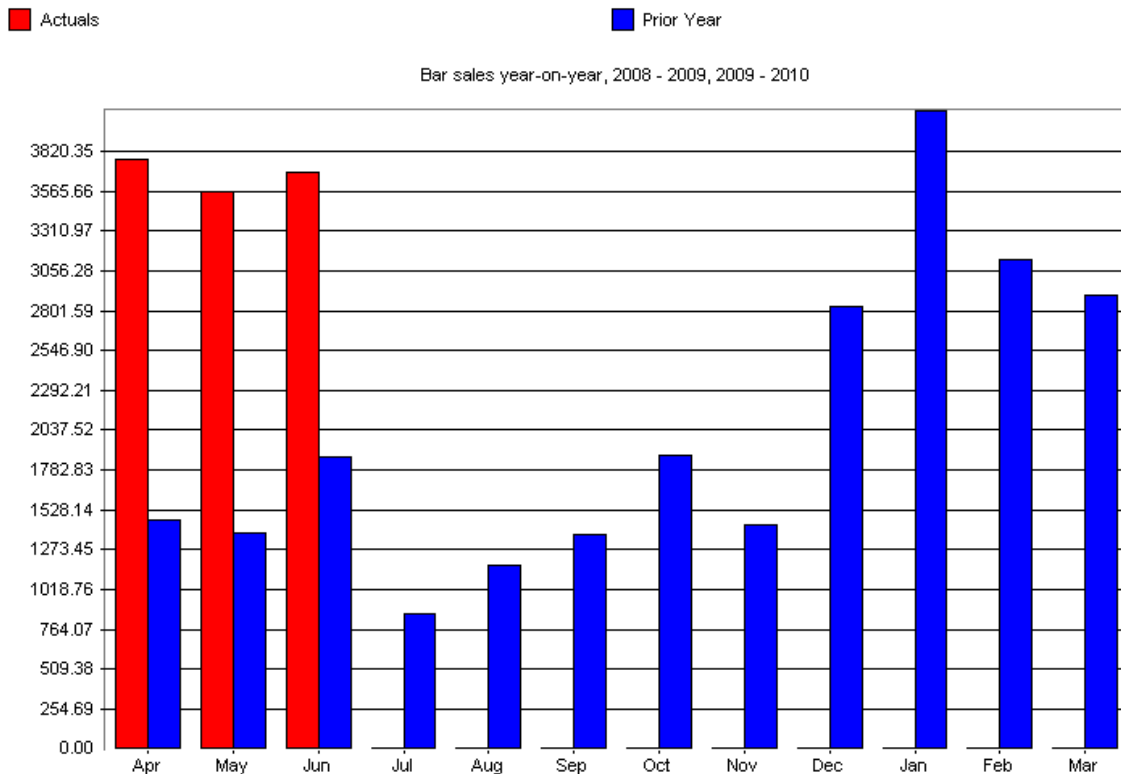
Due to increased programming, the improved atmosphere and the restructured drinks menu, bar takings have more than doubled year on year

### Rental Income

In March 2009 the licence on the Café/Restaurant at foyer level was transferred from Sue Smith, who had successfully run the Heights Café Bistro for many years, to David and Lesley Foxton.

By mutual arrangement the Board negotiated the nature of the tenancy arrangement from a licence to a sub-lease, and by negotiation the rental amount was increased accordingly. 'The Maltings Kitchen' opened at the end of March 2009.

In January 2009, following extensive negotiations, the Berwick Film and Media Arts Festival finally moved into rented



accommodation at The Maltings. This is an exciting move for both the Film and Media Arts Festival and The Maltings, and represents a further step towards the two organisations working more closely together in the future.

### Friends of the Maltings

On 6 March 2009 the Maltings re-launched the Friends of the Maltings scheme. The new scheme increased the amount of the full annual subscription from £8 to £26 (£18 concession, £45 joint), and offered the following benefits:

- 20% off almost all performance tickets
- 10% off drinks and food at our theatre bar
- Invitations to regular social events
- A membership card, key-ring and bumper stickers

Simultaneously, the existing defunct Friends of the Maltings was restructured. All subscription monies are now paid directly to The Maltings rather than to the Friends. The Friends of the Maltings committee has been refocused as a fundraising and social committee.

Three months since the launch of the new Friends, 157 new members have joined, with

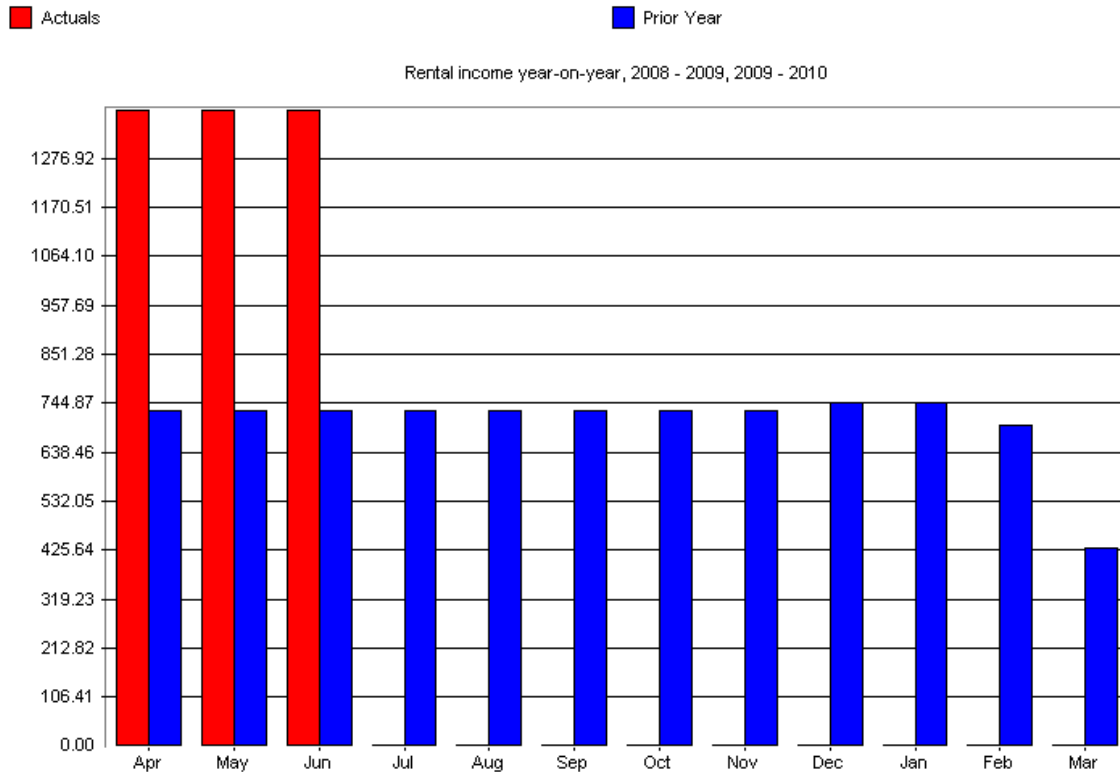
an average annual subscription amount per member of £19.80. The total subscription income since the launch on 6 March 2009 is £3,102 (as of 29 June). This compares favourably to the previous financial year in which The Maltings received no income from the Friends.

### The Maltings Theatre Shop

In mid-March 2009 we opened a Theatre Shop in our foyer, selling a range of arts related gifts, toys and curiosities, including some books. Our shop now turns over i.r.o. £45 - £60 weekly, with a gross profit margin of just under 70%. There are no additional staffing costs or overheads since sales are made at Box Office. The revenue generated from our shop is forecast to add £2,000 annually to our income.

### Confectionery

The increase in programming in the last quarter of the 2008 - 2009 period saw a concomitant rise in confectionery sales. This was aided by the introduction of intermissions into almost all film screenings. We are planning to open a confectionery stand at the rear of our Main House to increase sales further.



## 9. HUMAN RESOURCES

The period saw some change in our staffing levels and personnel, and an increase in the levels of support we received from volunteer staff.

Our new Chief Executive & Artistic Director joined us in October 2008.

Due to funding pressures we remained unable to employ a full-time Marketing Manager, and as a consequence during this period our Marketing Manager worked on a 0.6 FTE basis.

We appointed a new volunteer Curator of Exhibition Spaces in early 2009, Samantha Cary, who has put together a substantial programme of exhibitions and events in the months ahead. We were also joined by Naila Laundry, volunteer Friends of the Maltings Subscriptions secretary, who has taken over the management of our Friends loyalty membership administration.

In mid-November 2008, our General Manager Maureen McLeod went off work on long-term sick leave. We remain hopeful that Maureen's health will improve sufficiently to enable her to return to work in the future.

As ever we would like to thank our many volunteer stewards and ushers, as well as the numerous people who have helped us in so many practical ways over the course of the year. Without their dedication and hard work it would not be possible for us to put on our extensive programme of live and media events.

We would like to recognise the contribution of Michael Richardson and Kate Stephenson, who run our monthly Open Art and Open Mic Sessions and give so generously of their time.

We would also like to thank Louise Butler, Berwick Borough Council Arts and Cultural Development Officer, who has supported The Maltings through the year and organised many arts, crafts and cultural events which have met with widespread support and interest.



**Staff from The Maltings meet their counterparts at The Theatre Royal Newcastle as part of the 'Friendship Pact' signed between the two theatres, November 2008**

## **10. BOARD, ASSOCIATES, AND STAFF**

### **BOARD**

#### **Members and Directors at end of 2008 – 2009:**

Maurice Ward (Chairman)  
Elizabeth Breckons (Vice-Chairman)  
Hugo Hughes  
Lydia Lee  
William McDougal-Inglis  
Jenny Pollock  
Russell Sandbach  
Councillor J. E. Smith

### **STAFF**

#### **In post at the end of 2008 – 2009:**

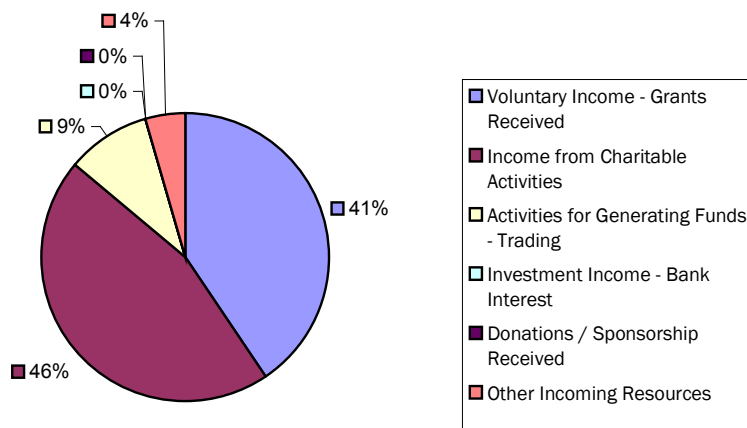
Chief Executive & Artistic Director: Miles Gregory  
General Manager: Maureen McLeod (long term sick-leave)  
Marketing Manager: Candida Rafferty  
Front of House Manager: Shona Hammon  
Technical Manager: Bruce Lindsay  
Deputy Technical Manager: Neil Forrest  
Deputy Front of House Manager: Wendy Payn  
Bar Steward: Neil Davidson  
Systems Administrator: Ross Graham  
Cleaners: Jean Wright, Angela Wright  
Box Office Staff: Rebecca Hammon, Charlotte Payn

#### **Voluntary Administration Staff**

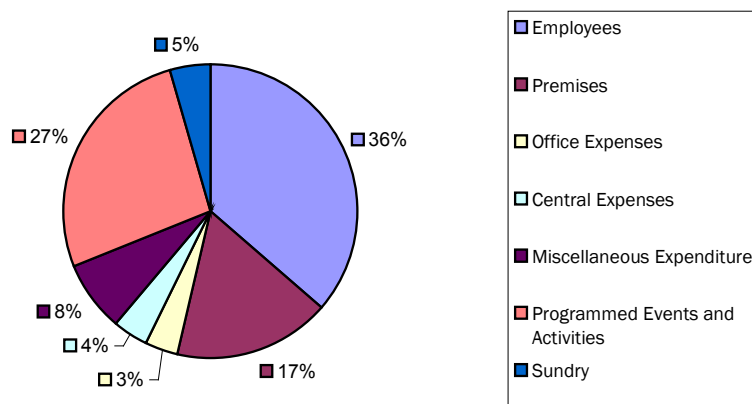
Curator of Exhibition Spaces: Samantha Cary  
Friends of The Maltings Membership Secretary: Naila Laundry  
Marketing & Publicity Volunteer: Sue Handoll

# 11. FINANCE

## INCOME



## EXPENDITURE



The balance sheet position at 31<sup>st</sup> March 2009 was negative, with a balance of -22,591. The unbudgeted-for £17,195 cut in Berwick Borough Council revenue funding had a serious impact on the end-of-year financial position, combined with the additional expenses incurred in the wage and salary bill for the year. This was partially off-set by the increases in revenue in the final months of the period which came through the strategic shift resulting from the appointment of a new Chief Executive.

Summary financial information from our audited accounts follows. The charts above illustrate our key areas of income and expenditure.

**THE MALTINGS (BERWICK) TRUST**  
**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2009**

2008							2009
TOTAL FUNDS	INCOME & EXPENDITURE	NOTES	Restricted Income Funds	Unrestricted Funds	Designated Refurbishment Reserve Fund	Designated Capital Fund	TOTAL FUNDS
£							£
<b>Incoming Resources</b>							
286,806	Voluntary Income - Grants Received	17	2,500	160,414	-	-	162,914
150,752	Income from Charitable Activities	18	-	183,568	-	-	183,568
31,322	Activities for Generating Funds - Trading		-	36,903	-	-	36,903
2,037	Investment Income - Bank Interest		-	853	-	-	853
986	Donations / Sponsorship Received		-	181	-	-	181
13,497	Other Incoming Resources		9,545	7,831	-	-	17,376
<b>485,400</b>	<b>Total Incoming Resources</b>		<b>12,045</b>	<b>389,750</b>	<b>-</b>	<b>-</b>	<b>401,795</b>
<b>Resources Expended</b>							
(399,167)	Charitable Activities	19	(28,273)	(376,580)	(12,531)	(264)	(417,648)
(23,771)	Trading Costs	20	-	(29,173)	-	-	(29,173)
(5,408)	Gost of Generating Funds - Employee & Office Costs	21	-	(7,952)	-	-	(7,952)
(35,205)	Governance Costs	22	-	(24,389)	-	-	(24,389)
<b>(463,551)</b>	<b>Total Resources Expended</b>		<b>(28,273)</b>	<b>(438,094)</b>	<b>(12,531)</b>	<b>(264)</b>	<b>(479,162)</b>
21,849	<b>Net Income / (Outgoing) Resources before Transfers</b>		<b>(16,228)</b>	<b>(48,344)</b>	<b>(12,531)</b>	<b>(264)</b>	<b>(77,367)</b>
-	<b>Transfers between Funds</b>	23	230	(230)	-	-	-
21,849	<b>Net Movement in Funds</b>		<b>(15,998)</b>	<b>(48,574)</b>	<b>(12,531)</b>	<b>(264)</b>	<b>(77,367)</b>
32,927	<b>Total Funds Brought Forward</b>		<b>18,510</b>	<b>(40,844)</b>	<b>75,791</b>	<b>1,319</b>	<b>54,776</b>
<b>54,776</b>	<b>Total Funds Carried Forward</b>	16	<b>2,512</b>	<b>(89,418)</b>	<b>63,260</b>	<b>1,055</b>	<b>(22,591)</b>

**THE MALTINGS (BERWICK) TRUST**  
**BALANCE SHEET**  
**AS AT 31 MARCH 2009**

<b>2007-2008</b>			<b>2008-2009</b>	
£	£		£	£
		<b>FIXED ASSETS</b>		
	4,378	Tangible Assets		6,882
		<b>CURRENT ASSETS</b>		
2,767		Stocks	3,285	
26,304		Debtors and Prepayments	11,105	
<u>67,529</u>		Cash at bank and in hand	<u>27,819</u>	
96,600			42,209	
		<b>CURRENT LIABILITIES</b>		
30,176		Creditors - Amounts falling due within one year	45,112	
<u>10,026</u>		Prepaid Income	<u>23,570</u>	
40,202			68,682	
	<u>56,398</u>	<b>NET CURRENT (LIABILITIES) / ASSETS</b>		<u>(26,473)</u>
	60,776	<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		(19,591)
	<u>(6,000)</u>	<b>PROVISION FOR LIABILITIES AND CHARGES</b>		<u>(3,000)</u>
	<u><b>54,776</b></u>	<b>NET (LIABILITIES) / ASSETS</b>		<u><b>(22,591)</b></u>
		<b>REPRESENTED BY:</b>		
		<b>UNRESTRICTED FUNDS</b>		
(40,844)		Revenue Account	(89,418)	
75,791		Designated Fund: Refurbishment Reserve	63,260	
<u>1,319</u>		Designated Fund: Capital	<u>1,055</u>	
	36,266		(25,103)	
		<b>RESTRICTED FUNDS</b>		
156		Youth Dance Company	156	
4,400		Youth Theatre Account	-	
222		Community Company Account	222	
232		Third Age Project	2,134	
12,000		Arts Council England - New Outreach Project	-	
<u>1,500</u>		Arts Council England - Business Development	<u>-</u>	
	<u>18,510</u>		<u>2,512</u>	
	<u><b>54,776</b></u>		<u><b>(22,591)</b></u>	

### **Trustees' statement on summary financial statements**

These summary financial statements contain information from both the Statement of Financial Activities and the Balance Sheet for the year ended 31 March 2009, but are not the full statutory report and accounts. The full financial statements were approved by the Trustees on 21 July 2009 and are due to be submitted to the Charity Commission and to Companies House. They have been externally examined by an independent auditor who issued an unqualified audit report. Copies of the full annual accounts, independent auditor's report and the trustees' report may be obtained from The Maltings (Berwick) Trust's administrative office at The Maltings Theatre & Arts Centre, Eastern Lane, Berwick-upon-Tweed, TD15 1AW.

Signed on behalf of the Board

Maurice Ward  
Chairman  
1<sup>st</sup> September 2009

### **Independent auditor's statement on summary financial statements**

#### **Independent auditor's statement to the Members of The Maltings (Berwick) Trust.**

We have examined the summary financial statements of The Maltings (Berwick) Trust. This report is made solely to the company's members, as a body, in accordance with paragraph 378 of the Charities SORP 2005. Our work has been undertaken so that we might state to the company's members those matters we are required to state to them in our auditor's statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our relevant work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of trustees and auditors**

The trustees are responsible for preparing the summary financial statements in accordance with the recommendations of the Charities SORP 2005. Our responsibility is to report to you our opinion on the consistency of the summary financial statements with the full financial statements and the Trustees' Annual Report. We also read the other information contained in the annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summarized financial statements.

#### **Basis of Opinion**

We conducted our work in accordance with Bulletin 1999/6 The auditor's statement on the summary financial statement issued by the Auditing Practices Board for use in the United Kingdom.

#### **Opinion**

In our opinion the summary financial statements are consistent with the full financial statements and the Trustees' Annual Report of The Maltings (Berwick) Trust for the year ended 31 March 2009.

Greaves, West & Ayre  
Chartered Accountants and Registered Auditors  
1/3 Sandgate, Berwick-upon-Tweed, TD15 1EW

2<sup>nd</sup> September 2009

## 12. THE MALTINGS: FUNDERS

An organisation such as The Maltings, whilst largely publicly funded, cannot carry out its charitable aims without active support from the community.

In this respect we are indebted for the considerable level of support we receive from our supporters, in particular through the Friends of The Maltings who not only channel financial support to us, but also provide invaluable voluntary service through their stewarding system and in other ways.

We also appreciate the direct support that comes from other Trusts, businesses and organisations in our region and nationally.

We would like to take the opportunity to thank those individuals, Trusts, businesses and organisations who have supported us by supporting our community projects and outreach work.

We would like to thank our principal funders, past and present, for their support of our vital work in North Northumberland and the Scottish Borders:

