

THE ILKLEY PLAYERS CLUB

NOTICE IS HEREBY GIVEN that the 37th ANNUAL GENERAL MEETING OF THE ILKLEY PLAYERS CLUB will be held on Tuesday 18th June 2019 at THE PLAYHOUSE, WESTON ROAD, ILKLEY. **It will be preceded by a 15-minute performance from some of our young talented actors at 7.30pm.**

AGENDA

1. Apologies for absence
2. President's opening remarks
3. To receive and approve the minutes of the 36th 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 2019/20
7. To appoint the independent examiner for 2019/20
8. Any other business

David Park
Secretary Ilkley Players Club 2018/19

.....

ILKLEY PLAYERS LIMITED

NOTICE IS HEREBY GIVEN that the 18th ANNUAL GENERAL MEETING OF ILKLEY PLAYERS LIMITED will be held on Tuesday 18th June 2019 at THE PLAYHOUSE, WESTON ROAD, ILKLEY, immediately following the AGM of the ILKLEY PLAYERS CLUB

AGENDA

1. To confirm the appointment of President
2. Apologies for absence
3. President's opening remarks
4. To receive and approve the minutes of the 17th Annual General Meeting
5. To receive the reports previously made available
6. To elect the officers, trustees and ETC committee for 2019/20
7. To appoint the independent examiner for 2019/20
8. Open Forum

Nicola Swan
Secretary Ilkley Players Ltd 2018/19

Papers included here:

	Page number
Ilkley Players Club	
• Minutes from 2017/18 Players Club 36 th AGM	3
• Players Club Annual Report 2018/19	4
• Players Club Treasurer's Report	5
 Ilkley Players	
• Minutes from 2017/18 Ilkley Players 17 th AGM	6
• Artistic Director's Report	10
• Theatre Manager report	11
• Executive Theatre Committee Chair report	14
• Publicity Report	15
• Treasurer's Report	16
• Secretary's Report	17
• Facilities / House Report	18
• Greenroom Report	19
• Wardrobe Report	20
• LTG report	21

**Draft Minutes of the 36th Annual General Meeting of the Ilkley Players Club held on
Tuesday 19th June 2018**

1. APOLOGIES and ATTENDANCE

APOLOGIES:

Graham and Diane Smith; Annette Ackroyd; John Wise; Rachel Vernelle; Margaret Hamflett; JA Haff (signature only); JL&NA Bowman; Elsie Hobley; Andy Price; Dilys Kendall; Len & Mary Taylor; Christine & Brian Castle; Joanne & Mike Martin; Patrick Hebbert; Val Park; Graham Peacock; Raymond & Mollie Williams; Sadie Richardson; Denise MacGregor; Sir James Hill; Becky Carter; Bar Davy; Eliza Wilson; Maggie Warren; Sue Piper; David Kirk

PRESENT:

Sheila Morgan; David Park; David Wallbank; Bruce Piper; Justine Sowden; Niccola Swan; Geoff Naylor; Liz Powell; Anne Hirst; Rosie Bond; David Keighley; Dameon O'Keeffe; Rosemary Howard; Tina Richardson; Tony Richardson; Kay Vann; Geraldine Woodhouse; David and Betty Calverley; Cora Ellis; Gordon Williamson; Marcia Nattress; Andrew Leggott; Tony Wade; Ian Wilson; Chloe Walker; Dick Hebbert; Ann Mutton; Samantha Hill; Phil Marston; Jay Cundell-Walker; Val Williams; Julia Wilson; Jonty Hawkes; Alexandra Dunnett; Dennis Keith; Cari Marston; Kath Potts; Steve Mason; Chris Cundell; Roger Davy; Colin Waterman (41)

2. PRESIDENT'S OPENING REMARKS

Roger Davy (RD) opened the meeting by welcoming everybody. Members stood for a moment's silence to mark significant members who were no longer with us: Barry Strong was remembered for his work on the large grant and as archivist; Pat Barnett and Philip Hebbert were also remembered for their contributions to the Playhouse.

3. TO RECEIVE AND APPROVE THE MINUTES OF THE 35th AGM

Received and approved. Proposer: Sheila Morgan; and seconded by Andrew Leggott

4. TO RECEIVE THE REPORT OF THE CHAIR

Jonty Hawkes' report was presented. He mentioned new products brought in and reiterated thanks to all the volunteers who helped with the bar and with coffees. Julia Wilson and Alex Dunnett offered their help. Received and approved.

5. TO RECEIVE THE TREASURER'S REPORT

Bruce Piper indicated bar contributions were down quite a bit but coffee takings had held steady. Various changes to pricing and products should help. Received and approved.

6. TO ELECT THE OFFICER AND COMMITTEE FOR 2018/19

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

7. TO APPOINT THE INDEPENDENT EXAMINER FOR 2018/19

Tim Barker and Co

Proposer: Rosie Bond

Seconder: Dennis Keith

8. AOB

None

The meeting closed at 7.45pm

The Players Club Committee [Bar] Report

The committee elected at the AGM in 2018 was David Park, Cath Chamberlain, Hilly Rundle, Sue Piper, Dennis Keith, Michael Brear, Rosemary Howard and Jonty Hawkes. At the first meeting Jonty Hawkes was elected Chairman, Dave Park Secretary and Cath Chamberlain Treasurer.

This year we are very pleased to announce that we have raised funds of £21,000 (£15,000 from the bar and £6,000 from the coffee bar) which have been transferred over to Ilkley Playhouse. This is an increase of more than 35% due to significantly better margins and to an increase in sales. We continue to keep an eye on all our cost prices to ensure we generate a fair and reasonable margin.

We continue to try new products and have recently started stocking fruit ciders. Why not try one tonight?! The range of beers continues to change due largely to local brewers no longer bottling their beers. We are currently looking for a third beer to stock, preferably a local brew that can provide a good mark-up - all suggestions will be considered. If there are any Premium Gins or soft drinks that you enjoy and think would appeal to other Playhouse patrons, please let me or any member of the committee know.

Back in August last year the Playhouse ice machine broke down after over 20 years of service. Help was soon at hand when A J Hird Insurance Consultants offered to sponsor a new ice machine. We would like to thank them for their generous sponsorship and helping us to ensure that your 'Gin & Tonics' are served at the right temperature for the next 20 years.

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

Heather and the office have done a good job in cajoling people to fill the various rotas from our band of wonderful volunteers. With the increasing number of events and private parties we need even more volunteers to support the existing team who do a fantastic 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.

Finally I would like to take this opportunity to 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)

The Players Club (Bar) – Finance report

Sales in the bar were up from £17,215 to £23,678 whilst income from the cafe was fairly static at £8,784. The increase in bar turnover reflects not only extra volume as a direct result of the increase in activity in the Wildman theatre but also improved product mix and a change in pricing structure. Profit from the bar increased from £8,624 last year to a healthy £15,061 with margins increasing from 50% to 64% whilst margin in the cafe was static at a respectable 70%.

Bruce Piper

**Draft Minutes of the 17th Annual General Meeting of Ilkley Players Ltd on
Tuesday 19th June 2018**

1. APOLOGIES and ATTENDANCE

As shown for ILKLEY PLAYERS CLUB

2. PRESIDENT'S OPENING REMARKS

Thanks were reiterated to all the members attending. RD took the opportunity to reflect back on the 90 years since the formation of the Playhouse and to celebrate. The opening production in January 2018 had been 'The Man from Toronto' and a copy has been purchased. Perhaps we might do a reading? The President noted the smooth transition of responsibilities from Rosie to Bruce and to Justine, and commending her for her work on bringing us a more efficient business structure and for taking responsibility for the staff team, with the additions of Heather Cheetham and Cath Laughey. Jay's bustling presence as Artistic Director (AD) had seen us through a great season. Andrew Leggott with initially Nikki Ford and now Lisa Debney continued to do great work with our younger members. Kiss me Kate at the Minack Theatre had been a big success, amongst so much else. Graham Smith was thanked for his community role over 9 years, his chairmanship, and the ambitious development plans which are very much not forgotten. Diane Smith was thanked for all her work as ETC secretary, as a volunteer and on the raffle. Richard Speight standing down as Training Director was noted and thanked with so many others for all the unseen work that goes on behind the scenes: technical support, set design and building, publicity photos, sewing room, social media (including filming), the newsletter, wigs, costumes, props, catering, bar, envelope stuffers, front of house volunteers and much more. The plea for younger members to get involved was repeated. Sincere thanks were extended to Denise MacGregor as she stands down from her sterling work as newsletter editor. Flowers were presented to Marcia Hughes who has been a community trustee for 6 years and has helped with publicity, website and staffing amongst much else. Damien was thanked for his role as Executive Theatre Chair and it was noted that these roles are also largely unseen. We might not be a professional theatre but we are not amateur either! We are one of the finest non-professional theatres in the country and Bar Davy had made a celebratory cake for everyone.

Thanks to Roger were offered by Betty Calverley.

3. TO RECEIVE AND APPROVE THE MINUTES OF THE 16th AGM of Ilkley Players Ltd

Agreed: Proposer - Andrew Leggott; Secunder – Rosie Bond

4. TO RECEIVE THE REPORTS ALREADY DISTRIBUTED

NB. These can still be read in full on our website:

https://ilkleyplayhouse.co.uk/IlkleyPlayhouse/docs/AGM_2018_papers.pdf

ARTISTIC –

Jay presented her first report as AD and said it had been a fantastic year. She has listened a lot and taken a view. Frank feedback is always welcomed. She sees every play about a week before opening and gives feedback. She is constantly aiming to improve our standard. Casting Committee is seeking to extend the range of performers including via the fringe.

Reading Committee read about 50 plays with a great selection chosen for next season. This will also include a variety of run lengths. There has been a strong focus on costs and best value to help us be financially viable. If all members came to every production, our problems would be solved. The AD sends a welcoming email to every new member to help break into our organization. Younger members are especially sought and valued. Three training sessions were held and one is planned. There have been two touring productions. All AD-related policy documentation and guidance has been updated. Members were encouraged to join one of the committees, especially play reading and casting. Ian Wilson noted a very good start and positive impact.

MANAGER –

This was Justine's first AGM and report. She thanked everyone for all their support in her new role and for embracing the changes. She has been working closely with the trustees and with all members, working out the priorities as she oversees the running of the building and its operation, including health and safety and maintenance. Work is now well underway on events and the revenue stream is coming through, alongside planned work on sponsorship and advertising. The new design of the half season brochure was displayed, and members were invited to distribute it to family, friends and in their community. Membership changes have gone well and there is a clearer box office policy. Andrew Leggott stated that Justine was a delight to work with.

PUBLICITY –

As David Kirk was not present, Justine ably stood in for him with no notice. Particular points were made about the newspaper articles written by Claire (and syndicated to other local papers), the bigger role of social media, the important part of the membership offer represented by the newsletter (and the need for a replacement editor), various promotional flyers and a new one planned for costume hire. Overall our profile is increasing and the stand at the Ilkley Carnival has enabled us to engage with lots of people (many of whom still had not heard of us and confused us with the Kings Hall and the Operatic Society). A sponsor for a pop-up gazebo is needed. A review of programme format is planned, along with a request for a publicity champion for each play. Ian Wilson asked if publicity material goes to all local theatres - it does, alongside volunteers overseeing poster distribution to lots of other places

TREASURER –

This was Bruce's first report as treasurer and not such good news as we had heard so far. A net loss of £19k was made in the year despite an input of £22k from the Minack trip. He has found no bad surprises but we are still losing at this rate, with audience numbers down about 5% in the main theatre. Against this, the margin on plays has improved (partly down to Jay's new regime, and partly down to lower royalty costs), and ticket prices were increased in January. The diary was virtually empty of events and those had taken place were often loss-making; this has now been turned around. Overall expense has increased, primarily due to labour costs, and our depreciation policy has been reviewed. We have £120k in the bank but this will not last forever. Key issues are: audiences, sponsorship and advertising. The objective is to be cash neutral in two years (excluding Minack). The theatre development project has been suspended because of our financial performance and

escalating costs. The annual accounts are available to anyone who would like to see them, alongside the individual play finance summary.

Andrew Leggott requested that the play by play summary was always available and that directors should be fully aware of what is charged to their plays. This was confirmed.

Tony Ward noted that the audience reduction has been a trend over many years but has not in the past been matched by cost control.

Proposer: Steve Mason

Seconder: David Calverley

SECRETARY – Niccola Swan's (NS) short report was summarized but had been largely covered by others.

HOUSE AND TECHNICAL –

Richard Speight explained his decision to stand down as Training Director and indicated his support to any new appointee. He spoke about his close working with the Treasurer on maintenance and compliance, and the essential task of keeping the building safe, including for example not blocking fire exits. Storage in the cellar needs to be undertaken with care. Many people were thanked for their support.

The Secretary thanked Richard for the very wide range of work he undertakes.

GREEN ROOM –

Andrew Leggott talked about the 50 young people benefiting from Green Room, and thanked Nikki Ford whose is missed. Lisa Debney has taken over seamlessly and brought in more dance activities. Recent productions have been successful, and the new NT Connections initiative is exciting.

WARDROBE –

Rose Bond thanked Sacha for all her work and talked about the objective to provide costumes from in-house as much as possible.

LITTLE THEATRE GUILD –

Rosie Bond's report was presented; she emphasized how much good learning there is to be had from visiting other theatres, with 100 independent theatres in the LTG network, all facing very similar challenges to us.

David Keighley asked about how Newcastle Theatre had obtained £1.5m of funding. The answer was lots of different sources and a lot of graft.

5. TO CONFIRM THE APPOINTMENT OF PRESIDENT

Roger Davy agreed to continue as President for a further six months – all members at the meeting gratefully accepted. RD indicated he would stand down at the next President's thank you event in January 2019.

6. TO ELECT THE OFFICERS AND COMMITTEES FOR 2018/19

Trustees

Patrick Hebbert and David Wallbank were confirmed as Member Trustees for a further two years.

Niccola Swan was confirmed as secretary for a further two years.

David Park indicated his willingness to be considered by the trustees as a community trustee and as chair.

Colin Waterman was suggested as a potential community trustee.

Executive Theatre Committee (ETC)

Chair – Geraldine Woodhouse was nominated and appointed

Training Director – vacancy remains

Social Director – vacancy remains

ETC Secretary – vacancy remains

Committee sign up lists remain on the corridor noticeboard.

7. TO APPOINT THE REPORTING ACCOUNTANT 2018/19

Tim Barker and Co recommended and agreed.

Proposer: David Park Secunder: Tim Mutton

8. OPEN FORUM

- Damien O’Keeffe talked about his several roles as actor, director and ETC chair and how very special the four years have been that he and his family have been involved at IPH. Roger Davy embodies everything we need: suave, wit and erudition. Being welcoming to our audiences is our best policy. He thanked the trustees whose work enables the creative people to do their thing. It’s been an honour and a privilege and he looked forward to working with Geraldine as he passed on the baton
- Ian Wilson indicated how disappointing it was not to have a full elected committee and encouraged people to approach potential candidates
- Geraldine Woodhouse confirmed this approach as she had agreed to stand as ETC chair because she was asked, and will in turn be asking others
- David Calverley thanked Niccola for chairing and doing the notes

The meeting closed at 9.15pm.

Minutes prepared by Niccola Swan

Artistic Director Report

As I reach the end of my first two years in office I am able to reflect with a smile! It's been hard work and very tough at times for Justine and I, but we are finally reaching the point where we can genuinely measure our success: increased audience numbers, massively increased profit margins, an increased younger membership and more productions on stage than ever before. In 2017 on appointment, my stated aims were to consider:

1. Artistic integrity
2. Financial viability
3. The needs of the members

I am happy to report success on all fronts. Standards are on the up across the board. Our involvement in NT Connections and productions like Pinocchio, Gregory's Girl and the We the Generation/ Jess and Joe demonstrated the immense potential of our young people. Jan Thomas won best actress at the Wharfedale festival while Visitors was runner up and we received a special award for our touring excellence. Audience feedback has been immensely positive for the great majority of productions and tickets sales have been maintained and increased, particularly from new audience members who come as a one off and then return to see something different.

The financial figures speak for themselves, and I will leave that to others to articulate. But what is most pleasing is the increase in people attending the Wildman and the increased range of events in there, making us an almost weekly venue for locals and tourists alike. I do hope that the very careful and considered work of the play selection committee continues to provide ample opportunities for members. Increased one off Fringe work has also provided challenge for our actors and opportunities for the less experienced. A training programme for actors and directors has also given experienced members a chance to share their skills and new members a chance to learn. The Fringe committee is always open to considered bids from members to put on their own productions to increase opportunities for actors or directors.

As ever we are still keen to recruit more back stage and technical regulars. The increase in productions has not been too much of a problem for casting but has proved challenging to crew at times. However, we do have a few promising new members in this department. The working party too are stretched, but despite that have helped and supported with some smaller pieces of set for the Wildman as well as building sets for our eight large Wharfeside productions.

The 'backstage work' I do myself includes policy writing and we now have very clear and succinct guidance for directors and stage managers, clear guidance on who in the Playhouse gets paid and the rationale for this and very clear budgets for plays. We also have proper terms of reference for committees and policies which explain how we will cast our plays to be totally fair, but also to maintain and improve our artistic standards.

By controlling spending tightly and expanding audiences and events, we now have a viable future and the potential to invest in developing our theatre in times to come. This need not involve changing our successful performance spaces, but rather by enhancing the

environment to make a night out at Ilkley Playhouse a comparable alternative to professional theatres in Leeds and Bradford.

Theatre Manager Report

It is the commitment, inspiration and sheer determination of everyone who is part of this extraordinary Playhouse family that has enabled the wonderful progress and achievements of the last twelve months. It is thanks to our dedicated members, volunteers, trustees and staff that we are fortunate to offer such a remarkable space for our audiences to enjoy superb entertainment. It is a privilege to work alongside such talent. The Playhouse is indebted to you all.

Special thanks to our Artistic Director, Jay Cundell Walker, for all her support and hard work ensuring that our plays continue to reflect great quality and attract good audiences.

Events

In the last twelve months there has been a significant increase in the number of visiting events resulting in a notable impact on income growth, as well as proving a financial success for Ilkley Players Club. I have managed to schedule events around our plays, fringe and Greenroom rehearsals and productions, always giving priority to our own productions.

A dynamic programme of high-quality events across theatre, film, music, dance, comedy, poetry, presentations, magicians and festivals has been offered. The theatre, as a welcoming arts hub, is thriving with its varied programme that is valued by diverse audiences and artists of all ages from across the region.

Many of the events attracted audiences of over 100 people. Highlights included: Alan Titchmarsh, Bouncers, the winner of Britain's Got Talent 2018, Lost Voice Guy, High on Harmony, Fire and Rain, Guiseley Brothers, Rob Dylan, Growth Spurt, Laurel Canyon Union, Hilary James and Simon Mayor, Inevitable magic show, Stagefright Comedy Club and a new poetry course, to name a few.

As well as being a much-needed source of revenue, the events enable us to showcase our fantastic facilities, increase our profile and attract new audiences. Special thanks to our front of house, bar and coffee volunteers who have enabled me to increase the number of events offered.

The local U3A Voyagers continued to hire the Wharfeside theatre and Greenroom/Sheridan Suite; Good Neighbours Moving On group met frequently during the early part of the financial year, and Ilkley Film Society continued to gather for their annual programme of Sunday evening films. We have enjoyed the return of the successful Vintage Fair and Stagefright Comedy Club.

Our spaces have also been hired by regular and new customers: Ilkley Arts, Skipton Building Society, Virtual College, a meditation and mindfulness group, NHS Airedale, Waypoint Training, private parties and by local charities such as Outside the Box and Macmillan Cancer Support.

Collaborations with the Ilkley Literature Festival, which takes place throughout our building for 16 days in October each year, continued. For the first time, we advertised in their widely distributed programme brochure and via their social media. All at no cost to Ilkley Playhouse. Thanks to Chloe Walker, the Festival café continued during the Festival and was a financial success for the Players Club.

I have several music events booked for the new financial year and some exciting ventures with local organisations and new courses to offer too. For the first time, Ilkley Arts will be using the Playhouse as one of the major venues for its Ilkley Arts Trail, and a History of Art course will be starting in January.

Community

Our links with the local community were strengthened with a drinks-reception for local businesses at our Gala evening which included an opportunity to watch our production of Barnbow Canaries in the Wharfeside Theatre. The Gala attracted several new advertisers including MHA Emmandjay Court, The Ilkley Cow and John Whitham Funeral Services, and as a result of this successful evening, we are now pursuing potential sponsorships.

Ilkley Playhouse was represented by our members and volunteers in the local Carnival Parade and, for the first time, we had a stall on the Carnival field where we publicised our theatre.

We forged new links with the Manor House, Ilkley Arts and attended Ilkley Business Forum events, with another drinks-reception and tour of our building planned for November 2019. Relationships were developed with local charity Outside the Box providing office-based work experience for their members, as well as spaces for their drama students to enjoy workshops in both the Wharfeside and Wildman.

We have worked with local learning support and dementia groups, ensuring that our programme of events included a well-attended relaxed performance of A Christmas Carol. Several Diabetes awareness days with NHS Airedale have been held, as well as wellbeing support days, facilitated by Waypoint Training, for those working in the volunteer sector.

Relationships with local schools have been nurtured with Ilkley Grammar, Prince Henry's and Beckfoot regularly advertising our productions via their newsletters, websites and social media. Bradford Grammar advertised their school production in our Christmas play programme. Janet Park kindly organised a successful backstage work placement for a year 10 student from Ilkley Grammar.

We enjoyed two very successful performances in our local community at the Ilkley Bandstand. In September 2018, our Greenroom students delighted local shoppers with improvisations, and in December, some of our members sang Christmas carols as others gave out flyers for our production of A Christmas Carol.

A variety of social events were held for the benefit of members. The President's Party was a celebration of our wonderful volunteers and their commitment and support. We thanked Roger Davy for his huge contribution to the Playhouse and welcomed Dick Hebbert as our new President. We hosted training workshops for actors, along with fire evacuation training for our volunteers and members. Ilkley Players Club Christmas Coffee Morning had more stalls this year and was very well attended by members and the public. And, there was Jay's fabulous Murder Mystery evening which was enjoyed by members and their families.

Publicity

The office has continued to provide daily support for the publicity of all our plays, social and external events and prepare all posters and flyers for distribution. The new season brochures, bookmarks, play programmes, posters and flyers are all created by the office with the support of Moorprint. Thank you to our team of regular volunteers who help on stuffing days and who distribute our marketing materials - please do get in touch if you would like to join the team.

At the request of the Publicity Committee, cast biographies have been reinstated in the play programmes.

We have made huge improvements to our website and seen an increase in online bookings and membership renewals. The newly improved website is a celebration of our fantastic membership, volunteers and all that is on offer at the Playhouse. It is much easier to navigate and includes more content.

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 news and links to Gazette articles.

Our members are now receiving a fortnightly new look 'What's On' email and have appreciated our colourful new season brochure that can be found in venues across Ilkley. It showcases all our productions and events and has attracted new audiences and hires through our door.

Our social media presence on Facebook, Twitter and Instagram has grown significantly during the year. It's great to see an increase in the number of members who are actively posting. We have maintained a good press profile with a weekly report, previews and reviews in the local newspaper; and regular radio interviews. We are frequently featured on Ilkley Chat. Special thanks to Livy Potter for all her help with social media. We are going to miss her greatly. We wish her every success in her new role.

Special thanks for Damien O'Keeffe for taking on the role of our Newsletter Editor and for keeping us informed and entertained throughout the year.

Other information

The Membership team has worked hard on making our membership benefits clearer with a revised renewal form. There is now an option to receive our newsletter via email. Our permanent booking system has been clarified with a clear list of dates when members need

to confirm and pay. We have also ensured that the public can now join online. Thanks to Joanne Martin and Mark Simister for all their help with our acting memberships and for providing a clear deadline schedule for renewals.

Our box office policy and opening times have been clarified via our seasonal brochures, website, box office and notices on the front doors. The play rotas are working well with Heather coordinating them and communicating regularly.

We are planning an open day later this year which will be aimed at showcasing the variety of volunteering roles and attracting more volunteers and members. A volunteer handbook will be issued in time for this open day so that all our volunteers feel supported. We are registered with the new Volunteering Ilkley website where we advertise our volunteer positions and have already received offers of help.

Various policies and guidelines have been updated. Special thanks to Andrew Walbank, Phil Johnson, David Park and Rosie Bond for all their help revising the Front of House guidelines. We have updated our IT systems and are now fully GDPR compliant.

Finally, I would like to acknowledge our fantastic committed team of part-time employees. Thank you for all your support in helping us achieve our goals, for responding positively to new initiatives and ways of working. You all work incredibly hard to ensure that the Playhouse runs smoothly in terms of office admin, box office, membership, publicity, maintaining and cleaning the building throughout the year, and ensuring that our volunteers are always well supported. It is a pleasure to work with each of you.

Justine Sowden

Executive Theatre Committee (ETC) Chair report

A year ago, at our last AGM, I spoke about how I had decided to say yes, if I was ever asked to step up and be on a committee.

Little did I think I'd be asked to be Chair of the ETC! I did say yes and that also spurred me on to sign up for the Play reading committee as well. So it's been a busy Playhouse year! I don't regret saying yes at all.

It has been a real privilege to be a more rounded member of the Playhouse. It has given me such a huge insight into the day-to-day running of the Playhouse and the many different roles and challenges involved in keeping this 'Little' Theatre up and running.

I've been on lots of sub committees in the past but it has been really interesting, and in some ways eye-opening, being a part of the ETC and focusing on wider, more strategic and administrative aspects of the Playhouse and not just learning my lines or doing the bar or programmes!

We all have our own reasons for being a member and our own skills but I can highly recommend stepping out of your comfort zones. It will only enrich and deepen your understanding and commitment to the Playhouse. And we do need you!

I really want to reach out to new members, long-standing members, acting members and backstage members and everyone who volunteers either regularly or on a one-off basis, to get even more involved. It can only help to develop the Playhouse and ensure its continued success. So please think about saying yes or volunteering to do something different! The ETC has been considering some new ways of organizing our essential roles for this next year to more closely match what we think we need.

Thank you to David Kirk for his contribution as Publicity Director until October 2018 and to Becky Carter for taking over mid-term.

And finally, I would like to say a huge thank you to everyone who has been on any committee or volunteered in any way: from directing, acting, building, designing, painting, prompting, reading, organizing, leafleting, doing front of house duties, doing coffees and teas, those on the bar (behind it and in from of it!) and so many other contributions. We literally couldn't do it without you!

Geraldine Woodhouse

Publicity Report

The Publicity Team has been meeting regularly since I took over from David Kirk at the end of 2018. The team has managed their various roles very efficiently and we have managed to promote the plays successfully, although some have been easier to promote than others.

We have investigated a range of media platforms for putting out information, using traditional print, with regular full pages in the Ilkley Gazette, coordinated and written by Claire Emmott; direct marketing – carol singing on the Grove for A Christmas Carol; regular use of Facebook, Instagram and Twitter. We are aware that even with this range there may still be untapped markets and one of the areas we are exploring is the theatre-going audiences of other local theatres, with plans to set up contra-deals to encourage other theatre groups to support ours in return for support in kind!

The publicity team values its members highly and we were very sorry to lose Livy Potter recently who was the lynch pin of some of our design and organisation of banners etc but her new job at the Theatre Royal York and other commitments make this one, one too far!

One of the jobs that Livy co-ordinated, was having a 'publicity champion' for each production. It is hoped that each cast will have a member who is willing to take rehearsal photos which can be put out on social media and to whet the appetites for the productions.

This has been successfully done so far and Directors are receiving information about this in their pre-production packs.

We have had a presence at the Ilkley Carnival, thanks to Ann Mutton, Jay and Chris Cundell-Walker, Kay Vann and all those who dressed up. We were also at the Ilkley Showcase, thanks to Roger Davy and Ann Mutton.

The new brochures are very smart and extremely professional and contain a wide range of information related to our main house and studio productions as well as our additional events. We could still do with making sure that these are distributed as widely as possible.

New members are coming on board to write reviews, take photos and work on the team. We are particularly looking for an additional 'younger' member who might be a little more social media savvy than some of us to look after some of the platforms.

The support we receive from Justine Sowden, Claire Emmott and Cath Laughey is invaluable!

Becky Carter

Financial Review

During the year the Playhouse made a loss of £13,958, lower than the previous year, £18,706, which included a contribution of £21,792 from Minack. A significant improvement made possible by a good team effort, making financial progress on all fronts

Play income was £117,354 compared to £108,281 (Ex Minack) the previous year. In the Wharfeside Theatre, attendance numbers (9,333) were very similar to last year, the increase in sales representing the balance of the price rise from 2017. Attendance in the Wildman theatre was up (1,583 v 1,193) due to an increase in the number of performances primarily from the Greenroom and Fringe events. Play margin (ex Minack) improved from £61,050 to £80,679 reflecting lower production costs, increased attendance in the Wildman and the balance of the ticket price rise.

There was a significant increase in events/hiring activity during the year thanks to the activities of the Theatre Manager. Income was up from £24,894 to £37,767 following her efforts across a broad range of artistic activities from music gigs to poetry courses and U3A bookings. Margin, consequently, rose from £20,185 to £25,136 along with a large increase in bar income.

Overheads reduced by £2,478 during the year following the renegotiation of all contracts ranging from insurance and energy to vending machines. Labour costs were very similar to the previous year at £47,504. Professional fees dropped by £3,574 as the previous year we wrote off the balance of fees incurred on the building development project. Banking and online charges rose primarily due to the increased activity. Publicity costs overall were static

at £13,450 but the disclosure in the accounts has changed to better reflect the split between individual play publicity (shown within play costs) and general/seasonal promotions.

There was a cash outflow of £7,137 representing the net of a small positive trading cash flow offset by capital expenditure of £3,974 and a small increase in working capital. Cash reserves at the year end were £110,036.

Last year, I stated the objective was to be trading cash neutral excluding Minack within two years. With a tremendous team effort this has been achieved in one. Congratulations to all involved.

Bruce Piper

Secretary Report

At the first meeting after the 2018 AGM, David Park was elected chair of trustees.

A two-page strategy document was put together by the trustees during the year, aiming simply to provide a framework and ensuring that our considerations cover all the key areas.

Throughout the year there has been debate on our two-tier structure and whether the trustee group and the Executive Theatre Committee should remain separate or whether they should merge (in addition to meeting jointly). In the end, we have resolved to leave the structures as they are for the moment and to review again later in the year. The Executive Committee is reviewing its committee member roles so they can more closely match the needs we presently have.

All committees this year have reviewed their terms of reference and most are working well, even though more members would be welcome. We have had to manage with gaps in a number of roles specified within our constitution and we hope that these will be filled at the 2019 AGM.

Work is underway on a new volunteer code of conduct and some policies have been reviewed or will be re-drafted. Trustees have also all signed a code of conduct.

Nicola Swan

House / Facility Report

Firstly, Thanks to my small dedicated team who help with the day to day running of support for productions and the outside events we support.

We have an issue with the amount of use the building gets used and have booked a shutdown (dark period in the main diary). This is to carry out maintenance and repairs and housekeeping.

For the 2019 season I plan to improve the flexibility of our main stage lighting rig to cope with demands of productions.

We are also making improvements to the Wildman Studio heating shortly so hopefully it will keep it up to temperature in the colder months and cooler in the warmer months. Also we are improving the emergency evacuation from the Wharfeside cab with a fixed ladder to aid egress from the cab in the event of fire or other emergency.

We are also obtaining quotes to compile a more up to date asbestos management plan to comply with regulations. This is why it is important not to carry out any work to the fabric of the building without consulting with me or David Wallbank please.

We have had quite a few issues with lifts, some due to damage by users and some wear and tear. Lift repairs don't come cheap but we have got a new company who we hope to use for general maintenance who are a lot better value than our current provider.

We have carried out a lot of compliance testing over the year. We used to do this over 1 full week but due to the number of productions and events, it is easier to spread it out and this causes less disruption. But we still need members and users to report any issues with the building and fill out the fault sheets.

Many thanks for your continued support.

Richard Speight

Greenroom Report

Membership The average attendance at the Junior Greenroom (ages 8-11), is currently 15-20, and at the Senior Greenroom (ages 12-18), 25 - 30. The Junior Greenroom was diminished by the graduation of five members to the Seniors following “Pinocchio” in January 2019, although a few new members have joined this year. 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 2019/20.

Tutors This is the ninth year the writer (Andrew Leggott) has led the Greenrooms. Lisa Debney replaced Nikki Ford in January 2018, so is now enjoying her second year. Her expertise in movement and choreography complements Andrew well, for as some of you may be aware, he could never be described as “a great little mover”! Other tutors have guested from time to time, including Jay Cundell Walker and Damien O’Keeffe. Sam Clark, Evie Clark and Jessica Button from the Senior Class have also led Junior Class sessions as part of their learning experience.

Activities We try to balance learning with enjoyment, to ensure that the youngsters keep coming back for more. Exercises and topics might include, inter alia: script and poetry interpretation and presentation, the use of props, trust and status exercises, intractable arguments, seven levels of tension, seven ages of man (body language), thought tracking, cliff-hangers, angels and demons, conscience alley, theatrical speed-dating, mime, mask work, clowning – the list is endless!

Annual Production – Senior Class Although December 2018’s “A Christmas Carol” incorporated a number of Greenroom Members, it was not a Greenroom Production as such. In contrast, December 2019’s “Wind in the Willows” will accommodate all 20+ Senior Greenroom members who auditioned, in addition to a number of adults. Students continue to fill younger parts in the main programme on an *ad hoc* basis.

NT Connections At the instigation of our Artistic Director, Jay Cundell Walker, we applied and were accepted to be part of “National Theatre Connections 2019”. Ten plays are specially commissioned for youth organisations and these are performed by 250 participating groups from the whole of the UK. Our production of “Chaos” by Laura Lomas was presented in the Wildman Studio for three nights in February/March and will be repeated at York Theatre Royal Studio Theatre on May 12th. Ten companies from the 250 are then selected to perform their play at the National Theatre in London in June. The timing has meant that students in Year 11 and Year 13 were excluded by their mock and exam programme, so the cast of 21 is split evenly between Greenroom members and other 12-17 year olds recruited from outside the society. The blending has been seamless, and has brought us a raft of new talent. Watch this space!

Annual Production – Junior Class The January 2019 production was “Pinocchio”, directed by Andrew Leggott and Lisa Debney assisted by Claire Emmott. In January 2020, the same team will bring you “The Snow Queen”. Sell-out performances have become the norm for these extremely popular productions.

Adult Greenroom These classes failed to garner enough interest for the Autumn 2018 sessions to be viable. We shall try again in September 2019, 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 2018, as is now traditional. A new record number of people attended this showcase. Same again this Christmas. Be there or be square!

Chaperones Every play which includes young people involves us in organising chaperones, by law. It is not an onerous task; it entails monitoring the safety of youngsters between dressing room and stage, and checking them in and out at the beginning and end of each evening. Volunteers for these roles have to be formally certified by Bradford Council, but the Playhouse assists with this process, and the certification lasts three years. We garnered a few more volunteers during the last year, but a production such as “Wind in the Willows” will need two chaperones per performance throughout the two-week run, for instance, so more volunteers are urgently needed.

If you are interested in providing this valuable service to our talented youngsters, please contact David Park on 01943 969982 or the office on 01943 609539. In the meantime, many thanks to the small but dedicated band who have covered youth performances over the last year.

Andrew Leggott

Wardrobe Report

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. Sacha Denney-Rodwell is the manager of our costume hire department and she has support and help from Jill Coulson with our other regular volunteers. If you have visited us up on the 3rd floor, you will see there is a wonderful stock of costumes from all periods, which has been put together over many years.

Currently the hire side is run alongside the supervision of the wardrobe and obviously the two areas need to be closely linked. We aim to use the stock to costume our own plays and it provides funding towards future wardrobe provision for the theatre. We are also seeking additional volunteers to assist when the costume hire department is open, so always welcome new enquiries.

We are very grateful to all our helpers, who have been involved in hire, maintaining and costuming plays this year. Our hire stock can be viewed on Facebook and Instagram or we

are open for enquiries by phone and email. Contact: Sacha on 07842 846968, www.facebook.com/ilkleycostumes or ilkleycostumes@hotmail.com, now also now on Instagram: @ilkleycostumes.

Costume hire is currently open on Wednesday evenings 7.00pm to 9.00pm and Friday day-time 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 very successful events including the coffee bar. There is another Vintage fair planned for a Saturday at the end of October 2019.

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 are still looking for additions to a small team to take and share responsibility and carry out this role for plays during the next season as during 2018-19. All plays are "costume plays", whichever period they are set in and the role of Wardrobe involves coordinating with the director, set designer and dresser from pre-production onwards and with the cast during rehearsals for fittings and then during the run of the play.

Alterations, some making of costumes, providing accessories, laundry, ironing and so on are the responsibility of the "Sewing room" and take place at the Playhouse on Tuesday and Wednesday evenings. We welcome new recruits to this very valuable team, who have been working all year round to maintain our stock, if you have an interest in sewing or costume; please contact us via the Playhouse office.

Rosie Bond, on behalf of the Wardrobe Committee

Little Theatre Guild Report

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 and they issue a quarterly newsletter and an annual yearbook listing all member theatres and their productions.

The **Northern Regional Conference** in autumn 2018, 26th to 28th October, was held at **Stockport Garrick Theatre**, which I attended with Sheila Morgan. This theatre has been in existence since 1901 and has occupied an old former mill building since 1920, next door to The Hat Museum in Stockport centre. In some ways this visit was rather a shock to the senses. Last year we saw a £1.5m refurbishment at People's in Newcastle. Visiting Stockport Garrick

was like stepping back half a century. They had tried and failed three times to get grant funding for the fabric, so a lot of the rabbit warren of the building was still original and crumbling. It does make you appreciate home comforts here in Ilkley; a glimpse of how things might have been without the vision and drive of some of our Committee members over thirty/forty years ago and how fortunate we were to get Lottery funding. Having said that, their theatre has survived well artistically and they gave us a good if harrowing locally written production of *"All Quiet on the Western Front"*.

The **LTG 2019 National Conference and AGM** was held at the **Highbury Theatre in Sutton Coldfield** from 29th to 31st March 2019, a founder member theatre of the LTG. Two of us (Sheila and I) from Ilkley attended the National Conference over the weekend and were warmly welcomed. Seventy-seven years ago, their theatre was built entirely from the ground up by their original, very enthusiastic members led by an inspiring driving force, John English. Today Highbury is still run entirely by volunteers; they have two theatres, a similar size to us and in many ways their development has mirrored ours and has had a similar outcome. The main auditorium seats around 140 raked and 40 in the studio. There have been several acquisitions of land adjoining, including a separate workshop, three rehearsal rooms/meeting rooms and three flats available for rental income. Lottery grant funding and local funding has helped them to develop their theatre as a Community Theatre Arts Centre. They are run by two separate committees with a similar structure to ours.

The theme of the Conference was **"Making the Most of Your Theatre"**. There were optional workshop sessions on the Archives, Capital Fundraising and several Performance theatre sessions including one for their Community Outreach programme. On the Saturday evening the chosen production was of Sam Holcroft's *'Rules for Living'*, previously performed at the National in 2016. On the Friday we saw a short new play in the studio, written by their Artistic Director.

The **AGM and Open Forum** and Conferences are a great opportunity for networking with other theatres, keeping updated, sharing experiences and having an enjoyable theatre weekend.

Coming up next. The Autumn 2019 Northern Regional LTG Conference will be held at **Nantwich Theatre**, from 25th to 27th October. Then next year, the Guild National Conference is to be held at **The Questors Theatre in Ealing** from 17th to 19st April 2020.

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 your LTG – Ilkley Playhouse Rep, so please contact me or check the noticeboards for details of events.

Rosie Bond