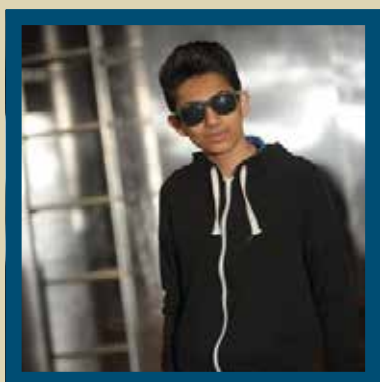


Belgrade
Theatre



BELGRADE THEATRE
REVIEW OF THE YEAR 2013/2014



“It has been another very successful year for the Belgrade. The shows have been interesting, varied and popular”

I'm very proud to have been part of the journey that the Belgrade has been on over the past year. I'm delighted that 2013/14 has been another successful year with the Theatre increasing audiences, turnover and

proportion of earned income despite the challenging economic circumstances. Looking back, the shows have been interesting, varied and popular, but it is the activities that go on behind the scenes that make this all possible.

Successful fundraising activity as well as a vibrant box-office means the Theatre's reliance on public funding has been greatly reduced to 40% (from 50% in 2011/12). A great achievement in these times of cuts, but the pressure to build on these achievements in the coming year should not be underestimated.

Belgrade Production Services especially continues to flourish and, with further investment this year and next, should continue to be an important income source for the Theatre. I'm also happy to see the return of evening catering at the Theatre with the strategically positioned B4 Grill again enabling us to offer theatre-goers a complete night out in a relaxed environment.

The Theatre continues to serve the whole community with its vibrant range of shows, but at the same time succeeds in standing out from other regional theatres and attracting national press with

its bold home produced work. The challenges of attracting audiences to this new produced work are clear, but taking taster extracts of shows out into the community in an event called Unplugged was an exciting new move for the Theatre last summer.

The Belgrade continues to be a major contributor to the City's goals for Community and Economic development. Evidence demonstrates conclusively that cities can regenerate and reinvent themselves through the success of their cultural institutions. They project the City's profile nationally and serve the City's needs locally.

The work of the Community & Education Company is the most inspiring example of this. Despite cuts in funding they still succeed in "transforming lives" and I look forward to 2015 when they celebrate 50 years of Theatre in Education (TiE) which started at the Belgrade.

There are inevitably challenging times ahead but the continued support of our funders go hand in hand with the Theatre's many other stakeholders towards further success. Not to forget the commitment of a highly skilled and hard-working staff. The road ahead is clearly not smooth, but with everyone's continued support we can ensure that the Theatre will be here to serve our future generations.

Stewart Fergusson
Chairman

Photographs: Robert Day, Simon Annand, Keith Pattison, Paul Blakemore, Steve Jane & Nicola Young

Board Members:

**Belgrade
Theatre
Trust
(Coventry)
Limited**

(A company limited
by guarantee)

Mr S Fergusson, Chairman
Mr A Bhabra
Cllr J Blundell (resigned 24.4.14)
Cllr R Bailey (appointed 20.5.14)
Cllr L Bigham (appointed 20.5.14)
Mr P A W Deeley
Mr P Fenner ACA/FCCA
Mr W H Glen LLB

Mrs P Johnstone
Mr J McGuigan
Ms V E Parylo (appointed 22.11.13 resigned 13.6.13)
Mr L Patel (appointed 7.2.13 resigned 24.4.14)
Mr A Pollock (appointed 28.11.13)
Ms K J Reid BA Hons
Mrs D Williams

Company Secretary and Executive Director: Ms K J Reid BA Hons

Chief Executive and Artistic Director: Mr W H Glen LLB

Funding Body Representatives entitled to attend Board meetings:

Arts Council England West Midlands - Mr M Addison (Theatre Officer), Coventry City Council - Mr D Cockcroft (Assistant Director, City Centre & Development Services)

Charity registered number 219163

Company registered number 593331

Registered office:

Belgrade Theatre
Belgrade Square
Coventry
West Midlands
CV1 1GS

The Belgrade Theatre's vision: To be one of the most dynamic producing houses in the country.

Mission: Our role is to provide a comprehensive performing arts service of the highest possible quality for Coventry and the surrounding regions and to act as an ambassador for Coventry & The West Midlands when touring.

2013/14 was the second year when the general funding cuts hit the Theatre in a significant way which makes our artistic achievements even more impressive. Our first production of the financial year was a new version of Chekhov's *SONS WITHOUT FATHERS* co-produced with Arcola Theatre London. Followed by a revival of our hit Blitz show *ONE NIGHT IN NOVEMBER*; *THE PRODIGALS* a co-production with Inspire; the world premiere of *CHARLIE PEACE, HIS AMAZING LIFE AND ASTOUNDING LEGEND* co-produced with Nottingham Playhouse; and a new version of *THE ALCHEMIST* with Riding Lights. Community & Education productions included *JOURNEY TO X*, *FROM THE END*, *SPRING NEW BEGININGS*, our annual TiE production *BIG SCHOOL*, *THE TEMPEST* in association with Frantic Assembly and *PRONOUN*, part of the NT Connections Festival. The Belgrade's pantomime was *JACK & THE BEANSTALK*, and the "alternative Christmas show" was *OH NO IT ISN'T!*

In the year we also developed several 'in association with' partnerships. We supported smaller companies like Phizzical to open *CYMBELINE*, Hoopla with *THREE WITCHES*; Highly Sprung's annual production; Midland Creative Projects with *BEING HUMAN* and Opera Up Close's tour of *LA TRAVIATA*. We also supported larger companies to launch tours; *KINDERTRANSPORT* with Hall and Childs Ltd and The Booking Office; *A COMEDY OF ERRORS* and *A MIDSUMMER NIGHT'S DREAM* with Propeller and The Touring



Partnership; and *THE MUMMY* again with The Booking Office. Alongside our own produced work is visiting company work of different strands to appeal to Coventry's different audiences, and work for children and young people continues to be an important thread. Post show discussions are increasingly popular as was the *UNPLUGGED*, our "out and about" programme. In addition we live-streamed a performance of *ONE NIGHT IN NOVEMBER* world-wide and did a streaming of the Panto into local hospitals and hospices.

We believe that we are continuing to articulate a bold artistic policy intended to differentiate the Belgrade in the region, and to contribute on a national level to the Arts Council's strategic plan *GREAT ART FOR EVERYONE*.

We are delighted to have retained our NPO funding which means we have secured Arts Council Funding until at least April 2018. Going forward we will continue to offer a vibrant mix of presented and produced work alongside our Community & Education programme. The Belgrade's staff are creative, flexible, loyal and passionate about what they do, led by a talented and committed senior management team and adding up to an organisation that is both strong and robust. It is these characteristics that will see us through the further challenges ahead.

A handwritten signature in black ink, which appears to read "Hamish Glen".

Hamish Glen
Artistic Director & Chief Executive



2013/14 was the second year of the Theatre's three year contract as an Arts Council National Portfolio Organisation (NPO). It was another difficult year with declining core funding and an economic climate that continues to bite with large swings in attendance and a clear risk aversion to work that is new or without a high profile "brand". Despite this, the Theatre has maintained its recent trajectory of increasing audience numbers, particularly for its own work. The Theatre saw audience confidence returning at the end of 2013 with record sales and audiences for Panto and a Box Office boom that played to the end of the first quarter of 2014, and the year saw us increase audiences by 12% to a record-breaking 164,300.

Another major success in the year was the Theatre's very successful fundraising aided by its winning an Arts Council Catalyst Grant. Comparing this year to 2012/13 core Fundraising has almost doubled from £86k to over £160k which is a huge achievement, and which gives us confidence for maintaining this level once the Catalyst Grant has run out in the years ahead.

The Theatre continues to do very well to increase its earnings from new sources and to recover its ancillary sales to pre-crash levels. Commercial set building BPS has had a record year with its turnover growing by 60%, despite the need to work around a much needed refurbishment, and Events & Conferencing is increasingly contributing more to the Theatre's income. Overall the Theatre has successfully increased its earned vs grant income ratio to 60%, up from 50% in 2011/12.

The Theatre returned another excellent year's result despite some very high variances in some areas of income and expenditure. To make a contribution towards reserves in such difficult economic times is an excellent result and allows the Theatre to proceed with some confidence. 2014/15 sees a particularly ambitious fundraising target, which is enabling the Theatre's plans, and while the Theatre has recently been very successful in this area the increase in target to over £237k necessitated by reductions in core funding is extremely challenging.

Staff continue to work hard to minimise costs and improve existing income generation and to find new sources in order to enable the Theatre to fulfil its mission and the results of the years since reopening speak for themselves.

Joanna Reid
Executive Director

The Belgrade Theatre gratefully acknowledges financial support from:

The Belgrade Theatre is reliant on a number of organisations who support its work in the community. These generous supporters make it possible for us to undertake our exciting and innovative programme of work. Supporters in 2013/14 included:

29th May 1961 Charitable Trust, The Grantham Yorke Trust, The Norton Foundation, The Ernest Cook Trust, The W E Dunn Trust and The Bewley Charitable Trust. We gratefully acknowledge the commitment of all our supporters.



Photo: The Prodigals



Photo: Jack & The Beanstalk



Photo: Sons Without Fathers



Photo: The Alchemist



Supported using public funding by
ARTS COUNCIL ENGLAND



Supported by
The National Lottery
through the Heritage Lottery Fund



“Does a fantastic job of appealing to a very wide demograph - Coventarians, students, visitors - and all ages too. There is a something for everyone during a Season” Comment on Trip Advisor, July 2013

“This is physical theatre at its best.” Leamington Courier on The Prodigals

“...an ambitious adaptation of Chekhov’s earliest work”

The Daily Telegraph on Son’s Without Fathers

“The Belgrade’s director, Hamish Glen, has continually rendered provincial theatre viable by mixing major - often rarely staged - classics with a sophisticated programme of visiting companies.” The Stage on The Alchemist



Photo: Charlie Peace



Photo: Oh No It Isn't



Photo: One Night in November



Photo: The Tempest

Community & Education Company

The Belgrade's Community & Education Company (C&E) aims first and foremost to make theatre which bears witness to the experiences of marginalised communities within our city. We believe that these voices are best heard when given a platform through high quality productions and projects, which attract a diverse audience. The C&E programme is committed to supporting participants to gain skills which enable

them to develop careers in the performing arts and other industries.

2013/14 saw C&E deliver 9,424 participation opportunities through 1,027 workshops. The 56 C&E performances and 22 sharings were seen by 2,822 audience members. At the start of 2013/14 Belgrade youth theatres staged their own short



Photo: Big School



Photo: Scratch Projects



Photo: Journey to X

“It gives you confidence, because I’m one of those kids that would worry a lot” Pupil attending Big School

productions in a series of In Our Own Words ‘scratch’ nights. During Autumn ‘13 and Spring ‘14 we ran an innovative programme of artist residencies, involving professionals delivering practical workshops for all C&E groups in order for them to gain a wide range of skills and experiences. These varied approaches to theatre making will be used to create projects during the 50th Anniversary of Theatre in Education (TiE), in 2015.

The Young Company’s production of THE TEMPEST in association with Frantic Assembly, and the Senior Youth Theatre’s production of PRONOUN as part of National Theatre Connections played to full houses, and feedback from audiences and critics was excellent.

June ‘13 saw the second tour of BECOMING ME, a TiE production aimed at supporting young people in their transition from Primary to Secondary school, which reached 35 schools in Coventry. We continue to deliver our ground-breaking work related learning programme, Acting Out, for young people at risk of exclusion from school. They staged JOURNEY TO X and a dance piece THE ABANDONED GENERATION, with 8 students graduating with BTEC qualifications.

CRITICAL MASS, our programme for writers from Black and Minority Ethnic backgrounds ran for the fourth time, with 45 aspiring writers applying, and 13 being selected for the programme. January also saw the launch of the Belgrade’s first Asian Youth Theatre. Our 50+ group, Shine On, continues to grow in numbers and in Summer 2013 they performed a new show, FROM THE END SPRINGS NEW BEGINNINGS as part of the Coventry Mysteries Festival. Throughout the year we also continued the commercial strand of C&E workshops including two weeks of SUMMER SCHOOL and Saturday Drama Classes for 8 -16 year olds.



Photo: From the End Spring New Beginnings

“I was fortunate to attend the performance of The Tempest ... and was blown away by this young cast of actors. The performance was thought provoking, emotive and very moving” Audience Member

“I’ve got a bit more ‘get up and go’ since I’ve started doing things here in coming to these workshops. I’ve got a bit more purpose in my life” Shine On Participant



Photo: Pronoun

2013/14 STATS

1027	WORKSHOPS
9424	PARTICIPATION OPPORTUNITIES
35	PERFORMANCES IN SCHOOLS
256	TARGETED WORKSHOPS
8	BTEC CERTIFICATES ACHIEVED, 185 SINCE 2007
30%	OF PARTICIPANTS FROM PRIORITY POSTCODE AREAS

THE BELGRADE THEATRE:

Is a National leader in education work ...

The Belgrade Theatre invented TiE (Theatre in Education) in 1965.

42% of Coventry's primary schools saw the Theatre in Education play, Big School, in partnership with the Education Authority.

35 schools saw the Big School tour directly benefitting ...

1858 pupils aged 10 and 11.

61 schools workshops were given.

184 BTEC certificates awarded since 2007 to students at risk from exclusion from school.

19,675 schools tickets sold.

"The insight into the past language has given me a better understanding of our present one" Tempest performer



Promotes community cohesion ...

The Belgrade is a vibrant place offering a wide range of shows that appeal to a variety of audiences. It does extensive and sustained work with the city's communities within priority post code areas and attracts people who have never been to the Theatre before.

We enable access to the arts via:

- Concessionary ticket schemes for paid activity
- Wheelchair access to all public areas of the Building
- Free access for community activity
- Access performances for those with hearing or sight impairment

990 free tickets
were given to under 26s

46% of our tickets were sold
to people eligible for a concession**

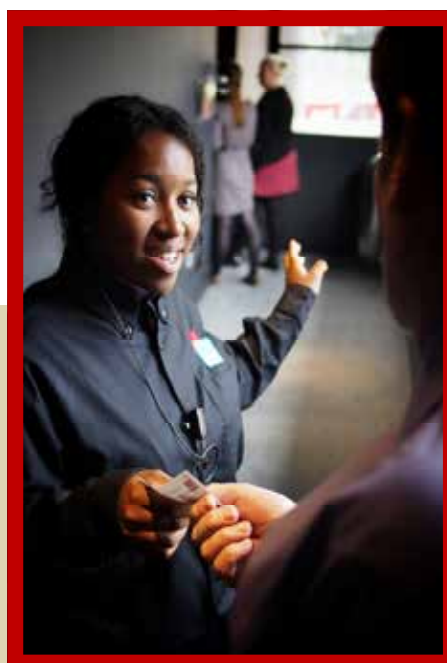
** Concessions comprise: Unemployed, Students, Children, Disabled, Senior Citizens and Passport to Leisure. Other discounts include 20% and other offers.



Aids employability ...

- The Belgrade provides participative arts activity free at the point of delivery ensuring access to those who would otherwise not be able to afford to attend. These activities enable the development of confidence, transference of skills and the creation of high quality work by and for local people.
- The Theatre employs up to **200** people at the height of its season and during 2013/14 supported the equivalent of **71** full time posts.
- Belgrade Production Services increase in turnover by **32%** on last year. It provides an income stream for the Theatre and retains a pool of skilled workers in the city. In 2013/14 we provided almost **15,964** hours of work for freelance/casual carpenters, welders, props makers, scenic artists and wardrobe technicians, in addition to the Belgrade's core staffing.

3,786 hours of
work placements were provided.



THE BELGRADE THEATRE:

Is key to the City's regeneration ...

Evidence from around the UK demonstrates conclusively that cities can regenerate and reinvent themselves through the success of their cultural institutions because those institutions not only help to project the City's profile nationally, they also serve the City's needs locally.

The Belgrade's 1958 listed building was refurbished and extended in 2007 with a **£14m** capital project. The Theatre is now pivotal to the city's economic regeneration, attracting increasing numbers of people from outside areas and is at the heart of the City's night time economy. In 2013/14 the Theatre's activities generated £6.2m in the local economy.

The Belgrade offers a wide range of shows that appeal to a variety of audiences. It is well known and loved in the City and has a significant impact on the well-being of local people, contributing towards making **Coventry a good place to work and live.**



Number of bookers by area***

5,972 from North Warwickshire region (up from 5,835)

15,357 from City (down from 15,419)

4,429 from South Warwickshire region (up from 3,224)

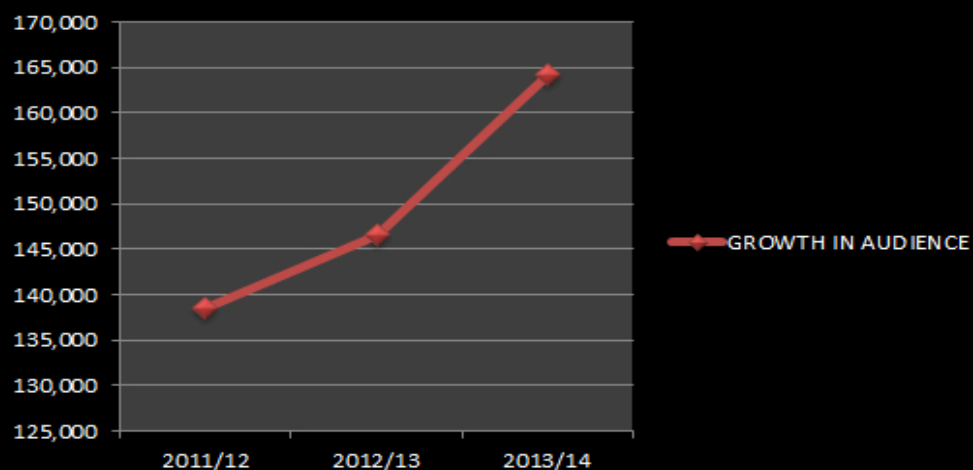
6,420 from other areas (up from 5,950)

32,178 bookers in total (up from 30,428)

*****Note:** number of bookers figure is the number of individuals making the booking, not the number of tickets purchased.

48% of visitors come from outside of the Coventry City area.

GROWTH IN AUDIENCE



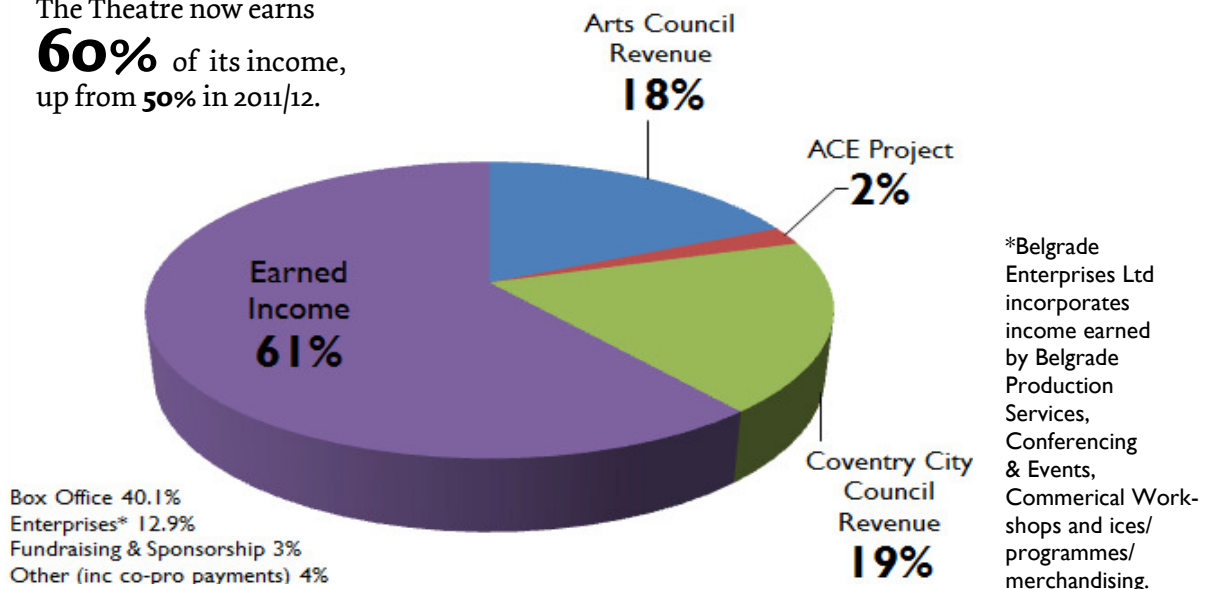
Helping ourselves and others ...

The Theatre works hard to develop and diversify its income streams, creating Belgrade Production Services (BPS), commercial workshop programmes for children and young people and also developing Events & Conferencing.

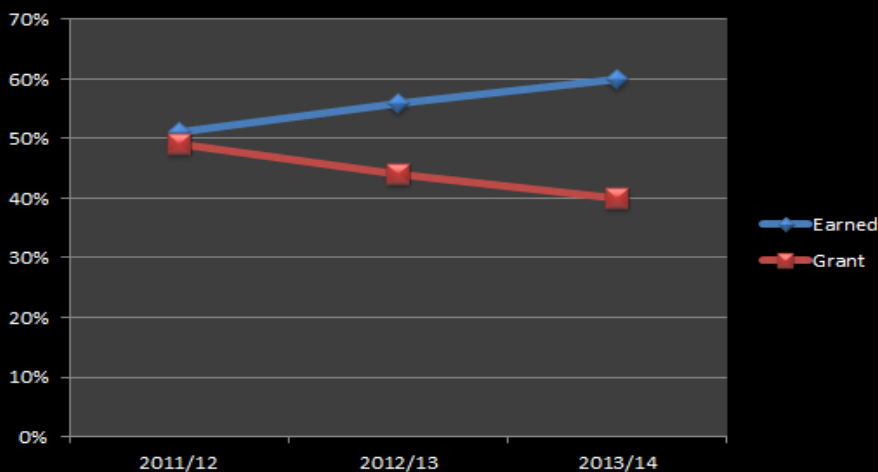
Additional and existing sources of commercial income earned **£667,000** turnover in 2013/14 and **£1.9m** since 2007.

During 2013/14 **each £1** of CCC funding was **matched by £3.45** of earned income which rises to **£4.44** with Arts Council funding.

The Theatre now earns **60%** of its income, up from **50%** in 2011/12.



% EARNED V. GRANT INCOME

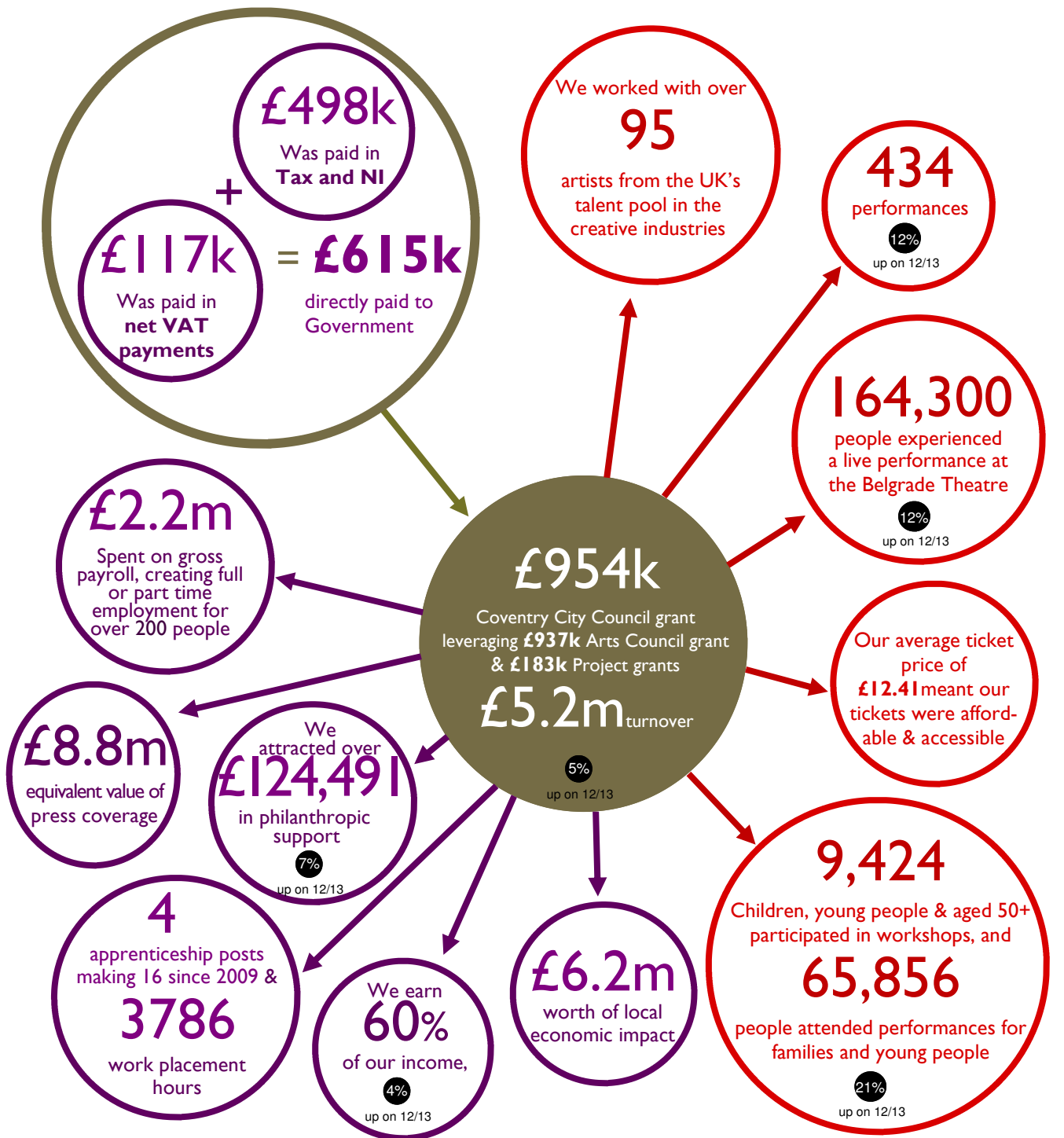


Coventry's vibrant producing & presenting theatre

THE IMPACT OF PUBLIC INVESTMENT 2013-14

The Belgrade Theatre is a charity. Public funding received from Coventry City Council, Arts Council England; fund-raising from various Trusts and Foundations; and Charitable and Business Sponsorship, enables us to leverage considerably more from earned income generated through ticket and other sales.

Belgrade Theatre



Economic Impact

£4.44 GENERATED FOR EVERY £1 OF COVENTRY CITY COUNCIL FUNDING

Cultural & Social Impact

BROADENING CULTURAL ENGAGEMENT & SOCIAL COHESION