

# ANNUAL REPORT 2023





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## 1. MESSAGE FROM THE CHAIRPERSON

I am pleased to present the Cumbernauld Theatre Annual Report for 2023. This year marked our inaugural operations at Lanternhouse, our purpose-built arts centre, showcasing continuous growth in community engagement, high-quality productions, operational and financial resilience. Amidst challenges, our commitment to fostering creativity, inclusivity, and innovation remained unwavering. Supported by key artistic partnerships and grant funding, we delivered diverse and impactful performances, expanded our cinema offerings, and enriched community connections through various programs. Our financial review reflects sustained support from Creative Scotland and North Lanarkshire Council, positioning us for a promising future. Looking ahead, we remain dedicated to artistic excellence, audience growth, the delivery of strong commitments to Equalities, Diversities and Inclusion, to Fairwork operations, to financial and environmental sustainability, navigating challenges with a focus on community engagement and artistic impact.

Thank you for your ongoing support.

Alan Caldwell  
Chairperson, Cumbernauld Theatre Board



## 2. CHIEF EXECUTIVE NOTE

I am delighted to share Cumbernauld Theatre's Annual Report for 2023, a year defined by collaborative achievements, innovative theatre production approaches, and impactful partnerships. Operating from our new Arts Centre, Lanternhouse, we've cultivated a transformative and empowering arts program for the diverse community of Cumbernauld and North Lanarkshire.

Our team's dedication to collaborative working has been instrumental in achieving our goals. Through progressive, contemporary theatre productions, dance and music, creative learning initiatives and a programme of theatre arts participation, we've created meaningful opportunities for connection and engagement. The success of our diverse arts offerings, from theatre to comedy, showcases our commitment to a community centred approach, with relevant programming and affordable access for all.

In embracing a collaborative ethos, we've united our community through the arts, broadening perspectives, fostering performance arts skills and promoting wellbeing. Our emphasis on collaborative ownership ensures our arts programs reflect the vibrant diversity of our society.

Looking ahead, our 2023 approach focuses on diverse arts offerings, inclusive programming, social transformation, affordable access, EDI advocacy, fair work practices, and environmental responsibility. We remain dedicated to fostering positive social change, ensuring the arts are a catalyst for a just and sustainable world.

Thank you for your continued support on this remarkable journey.

Best regards,

Sarah Price  
Chief Executive Officer, Cumbernauld Theatre

## 3. CREATIVE PRODUCER NOTE

Looking back on another remarkable year at Cumbernauld Theatre, I am pleased to share with you a reflection on the artistic highlights and achievements that have defined our journey throughout 2022-23. Firstly, I want to express my gratitude for the warm welcome I received when I joined the team as Creative Producer in August. It has been an incredible and busy journey so far, and I am immensely proud to be a part of this vibrant and dedicated community.

Our main stage has witnessed a range of compelling productions this year, each leaving an enduring mark on our audiences. From the infectious energy of **Crocodile Rock** to the powerful revival of **Bold Girls**, and the laughter-filled **Life of the Party** to the enchanting tale of **Treasure Island**, our diverse repertoire has sparked critical discussions and resonated with audiences of all ages.

In particular, our commitment to nurturing the next generation of theatre enthusiasts has shone through with work tailored for National 5 English and Drama students, as well as captivating experiences designed specifically for our youngest audience members, aged under 5.

Collaborations have been the heartbeat of our artistic endeavours, and partnerships with organisations such as **Visible Fictions** has added layers of richness to our creative programme. These collaborations underscore our commitment to delivering captivating and memorable performances that resonate with the diversity of our community.

Looking at our performances and residencies, our stage has been a bustling hub of creativity. With a total of 75 diverse performances across Theatre, Dance, Music and Comedy, we have seen our average audience capacity grow to an impressive 60-65% by the last quarter. This year has seen touring productions from companies such as **National Theatre of Scotland**, **Wonder Fools** and **Magnetic North**. This speaks volumes about the connection we have created with our audience, and we are committed to continuing this upward trajectory in the coming year.

Our partnerships with Classical Orchestra **Dunedin Consort** and artist residencies have not only enhanced cultural access but have also played a pivotal role in supporting the development of numerous artists, students, and graduates. This collaborative spirit is the driving force behind the growth of Cumbernauld Theatre this year.

A milestone worth celebrating is the launch of Lanternhouse Cinema, which hosted an impressive 523 screenings, attracting a remarkable 16,437 attendees. This accomplishment marks a significant stride in our commitment to providing diverse cultural experiences to our community.

Looking ahead, we are setting up for our busiest year yet. Our lineup includes the much-anticipated inhouse productions of **Sonata** in collaboration with *Marc Brew Company* and *Dunedin Consort*, a Scottish Tour of **Tally's Blood** in collaboration with *Perth Theatre* and *Ayr Gaiety*, and our annual festive production, **UGLY! A Cinderella Story**, along with the launch of **Cumbernauld Folk Club**.

Best Wishes,

Fraser Morrison  
Creative Producer, Cumbernauld Theatre





# 4.

## FINANCIAL OVERVIEW

### First Year Operational Resilience at Lanternhouse:

The fiscal year 2022-2023 marked the inaugural operational year at Lanternhouse, our purpose-built performing arts centre. Despite challenges arising from the venue's opening during the COVID-19 pandemic, this period showcased continuous growth. Incremental progress in participation, attendance, ticket sales, and commercial revenue emphasized Lanternhouse as a thriving community arts hub. Funding partnerships with Creative Scotland, North Lanarkshire Council, Scottish Government Investing in Communities, and the Garfield Weston Culture Fund played a pivotal role in supporting our ambitious artistic programme.

### Achievements and Performance:

During the year, total income amounted to £1,268,736 (2022: £1,005,125), whilst resources expended amounted to £1,254,665 (2022: £707,052). The tax credit in relation to Theatre Tax Relief amounted to £64,189 (2022: £19,481). Consequently, a net income of £14,071 (2022: £298,073), reflecting a robust financial position.

Principal funding sources, primarily from Creative Scotland and North Lanarkshire Council, remained vital. Cash Reserves at end of year of £623,400 exceeded the aim to maintain £500,000 for six months of expenses but dropped from the previous year's figure (2022: £659,614). The unrestricted designated cash reserve, included in the cash reserve figure above, including an Equipment Fund, was retained at £250,000. Fundraising activities secured additional support from The Scottish Government Programme Investing in Communities, amounting to £115,290, enabled the delivery of a diverse, inclusive community engagement program whilst continuing to build the capacity of Cumbernauld Theatre to deliver arts development services to the community.



★★★★★ "lifts the heart, and strengthens resolve."  
- The Scotsman on 'Bold Girls'



### FINANCIAL DATA



Creative Scotland  
Subsidy Per Head =  
**£8.97**

### AUDIENCES



<b>151</b> Performances	<b>18,675</b> Attendees	<b>523</b> Cinema Screenings	<b>16,437</b> Cinema Attendees	<b>30</b> Community Arts Productions	<b>6,351</b> Attendees
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# 5. COMMUNITY ENGAGEMENT

## Theatre-Based Creative Learning:

We delivered 66 theatre creative learning workshops to local schools, impacting 871 young minds. The 'Take Part' program expanded to 14 diverse initiatives, culminating in 432 sessions, reaching 759 participants. Our commitment to inclusivity extended to tailored offerings for various demographics, fostering community ties and strengthening engagement through projects like the Playground project, Wee Dance, and Community Circus.

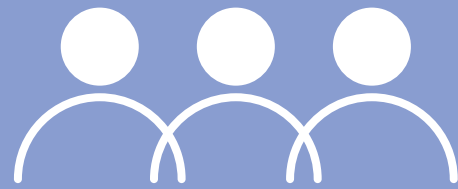
## Community Hire

Collaborating with NLC, we facilitated 30 community arts productions, attracting 6,351 attendees.

## Marketing

Marketing efforts, including a new website and multi-channel strategies, contributed to 90,000 website users and 986,000 page views. The frequency of attendance grew significantly, indicating effective communication and program resonance.

## COMMUNITY ENGAGEMENT KEY STATS



<b>66</b> Creative Learning Workshops Delivered	<b>871</b> Creative Learning Participants	<b>432</b> Take Part Sessions Delivered	<b>759</b> Take Part Participants	<b>6474</b> Attendances in Total
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# 6. COLLABORATIONS AND PARTNERSHIPS

## Artistic Collaborations:

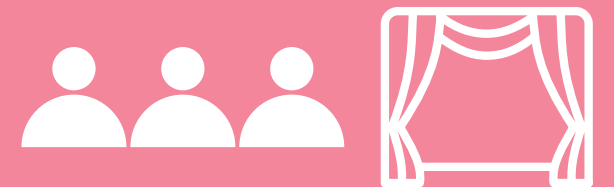
Our commitment to supporting artists extended to partnerships with Company of Wolves, MHZ/FERAL, Surrogate Productions, Birds of Paradise, and more. A total of 71 artists were directly employed, 45 involved in residencies, and 30 in community engagement delivery.

## Community Partnerships:

Partnerships with local employers enriched our programs, bringing new promotional offers and expanding our reach. Community-focused activities like the Playground project and Wee Dance strengthened ties with local organisations.

**// We really enjoyed this lovely little show. My two girls (aged 4 and 6 were totally captivated by it - as was my baby. It is a lovely theatre and staff are so friendly. We will definitely be back!**

## WORKING WITH ARTISTS



<b>157</b> Artists Supported in Total	<b>75</b> Artists Engaged in In-house Production Activity	<b>6</b> Creative Residencies Supported	<b>45</b> Artists involved in Creative Residencies	<b>30</b> Artists engaged in delivering community engagement activities
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# 7. OPERATIONAL MANAGEMENT HIGHLIGHTS

## Year in Review: A Summary by the Operations Director - Amanda Young

As we reflect on the transformative journey of our Operations Management at Cumbernauld Theatre throughout the year April 2022 to March 2023, there is a profound sense of pride in the achievements and advancements that define our collective efforts.

## Building a Resilient Team:

Our commitment to building a strong and resilient team has yielded remarkable results. Through targeted team development initiatives, we have fostered a culture of continuous learning and growth. This has not only enhanced our technical skills but has also fortified our communication, collaboration, and adaptability.

## Leadership Excellence:

Recognising the pivotal role of leadership, we invested in leadership exchange training and 365 mentoring for senior managers. This strategic focus has contributed significantly to better decision-making, effective communication, and the establishment of a shared vision, fostering a positive and empowering work environment.

## Employee Wellbeing Initiatives:

Our initiatives prioritising the well-being of our team members have borne fruit. Flexible work arrangements, mental health resources, social events, Wednesday walks, and efforts to promote a healthy work-life balance have led to increased job satisfaction and a notable decrease in burnout among our team members.

## Clear Communication Channels:

Establishing clear two-way communication channels has been a cornerstone. From cross-team meetings to CEO/FOH newsletters, regular one-on-one sessions, and open forums for feedback, these channels have not only empowered our team to voice their opinions but have also strengthened the bonds among team members.

## Resilience in Challenges:

The true test of our strength emerged in navigating unforeseen challenges. Operating with occasional licenses, managing a bar/kiosk service without utilities, and persisting through major venue refurbishments showcased our collective resilience. Implementation of contingency plans and the unwavering effort of our team allowed us to overcome these challenges efficiently.

## Future Commitments:

Looking forward, our dedication to team development remains unwavering. Ongoing training, mentorship programs, and an expanded Fair Work Framework implementation are on the horizon. We will continue to prioritise employee well-being and engagement, ensuring the sustained success of the Operations Department.

**// This was our first visit to this beautiful theatre. Everything from the minute we walked in the door was a lovely experience. The staff were friendly and very helpful.**

# 8. CHALLENGES AND SOLUTIONS

## Financial Challenges and Future Plans:

Acknowledging financial pressures, increased competition for grant funding, and audience trends, we are diversifying through cinema services and audience development initiatives. Plans for 2023-2024 focus on sustainability, with a strategy to secure increased multi-year funding from Creative Scotland, programme diversification, and rigorous cost control.



## DIGITAL



Number of website users  
**89,750**



Number of page views  
**986,380**



**8,671**

Facebook Followers – 8,671  
Instagram Followers – 1,771  
Twitter (X) Followers – 4,518



**1,771**



**4,518**



# 9. FUTURE INITIATIVES

## Strategies for Future Growth:

Our vision for 2023-2024 encompasses audience expansion, cinema sales growth, in-house production enhancement, loyalty and engagement, community partnerships, EDI commitment, community-centric activities, streamlined operations, and targeted marketing efforts. Plans underscore a commitment to fostering community engagement, artistic growth, and financial sustainability.

## Conclusion: A Promising Path Ahead:

The year ending 31 March 2023 marked growth, achievements, and dedication to enriching our community's cultural experiences. Looking forward, our strategies aim to build upon successes, ensuring sustainability, and fostering a thriving community hub at Lanternhouse. Gratitude goes to our team, supporters, and partners for their unwavering backing on this promising journey.

**Treasure Island as part of the year of Scottish Stories was a brilliant Christmas show. The 4 cast members so multi-talented delivered a fantastic immersive performance.**

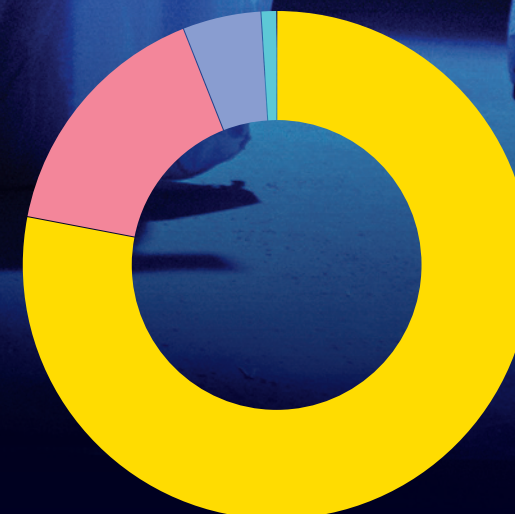
# 10. ACKNOWLEDGMENTS

We would like to express our gratitude to our Staff, Board volunteers, Funders – especially Creative Scotland, North Lanarkshire Council, Scottish Government and Garfield Weston alongside all our artistic and creative partners and collaborators without all of whom the success of Cumbernauld Theatre in 2023 would not have been possible.

## Board

- Iain Mackenzie
- Adam Smith
- Karen McDougall
- Melissa Deans (resigned 27.08.2022)
- Karen Moore
- Andrea Mullaney (resigned 22.02.2023)
- Alex Linkston
- Clara Henderson

## AUDIENCE BREAKDOWN BY GENRE (LIVE PROGRAMME)



## MAJOR FUNDERS



We also gratefully acknowledge support from Robert Barr's Charitable Trust, our Friends and donors.



# 11. FINANCIAL STATEMENTS

The main purpose of Cumbernauld Theatre is to produce and present theatre and performing arts events and activities for the people of Cumbernauld and North Lanarkshire. In the financial year 2022-2023 Cumbernauld Theatre produced, presented and delivered:

- 4 Cumbernauld Theatre Productions - 100 performances
- 1 Socially Engaged Production
- 4 Theatre Companies in Residence
- 80 performances by visiting companies
- 22,618 attendencies to live programme
- 795 cinema screenings
- 18,132 cinema attendances
- 759 participants in community engagement activities
- 432 community activity sessions
- 130 Professional Training Sessions for Creatives
- 60 artists employed in making theatre
- 28 artists employed to deliver community engagement

## FINANCE AND PERFORMANCE

### 1. Grants and Fundraising:

- £675,398 received, including £575,398 in unrestricted and £100,000 in restricted funds for cinema equipment, showing strong stakeholder support.

### 2. Income from Artistic Programme and other services:

- Substantial rise to £472,191 from ticket sales, hires, merchandise, and café, up from £125,810, reflecting the success of the Theatre's programs.

### 3. Direct Delivery Expenditure:

- Significant expenditure of £1,253,415, primarily on wages (£529,380) and direct costs (£430,348), underlining commitment to new scale of service delivery, quality productions, performances, cinema screenings and community engagement.

### 4. COVID-19 Grants Support:

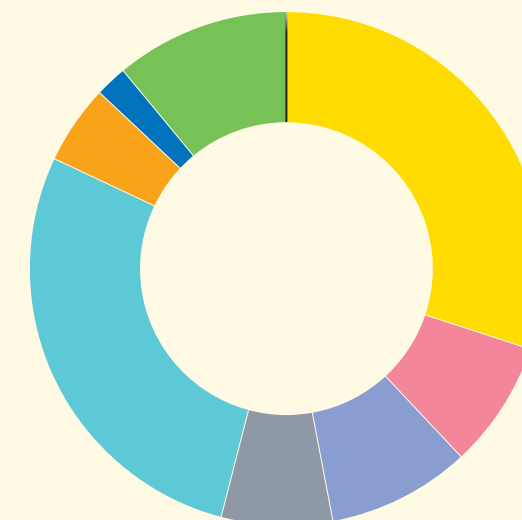
- Notable one off's COVID-19 grants to £120,522, mainly from Creative Scotland, crucial post pandemic recovery support.

### 5. Financial Position:

- Healthy balance sheet with cash balance at end of financial year of £623,400 evidencing financial resilience and stability."

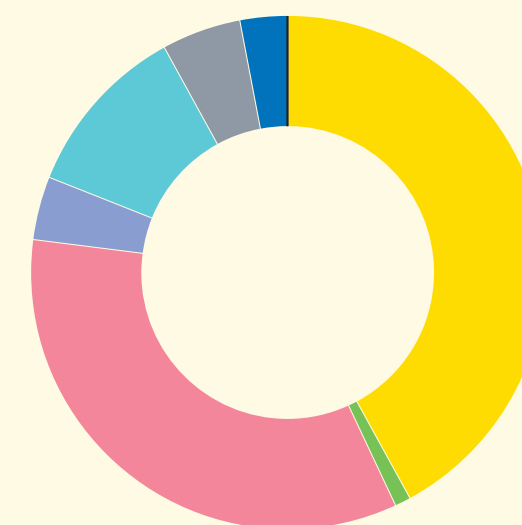
## INCOME 2022-2023

<span style="color: yellow;">■</span> Creative Scotland	29%	£ 387,189
<span style="color: pink;">■</span> NLC	8%	£ 102,300
<span style="color: blue;">■</span> Scottish Government	9%	£ 115,290
<span style="color: grey;">■</span> Other Grants & Fundraising	7%	£ 93,417
<span style="color: cyan;">■</span> Artistic Programme	29%	£ 377,357
<span style="color: orange;">■</span> Café Bar	5%	£ 62,714
<span style="color: darkblue;">■</span> Community Hire Services	2%	£ 27,886
<span style="color: black;">■</span> Other	0%	£ 625
<span style="color: green;">■</span> 2022 Funds transfer	11%	£ 141,801
		<b>£1,308,579</b>



## EXPENDITURE

<span style="color: black;">■</span> Fundraising	0.1%	£ 1,250
<span style="color: yellow;">■</span> Wages and salaries	42%	£ 529,380
<span style="color: green;">■</span> Other staff costs	1%	£ 9,130
<span style="color: pink;">■</span> Artistic Programme costs	34%	£ 423,520
<span style="color: blue;">■</span> Marketing	4%	£ 48,713
<span style="color: cyan;">■</span> Theatre building costs	11%	£ 136,524
<span style="color: grey;">■</span> Depreciation and amortisation	5%	£ 64,951
<span style="color: darkblue;">■</span> Support costs	3%	£ 34,369
		<b>£ 1,247,837</b>



**Net Income / (Expenditure)**

**£ 62,700**



# CUMBERNAULD THEATRE AT LANTERHOUSE



[LANTERHOUSEARTS.ORG](http://LANTERHOUSEARTS.ORG)

    [cnauldtheatre](https://www.cnauldtheatre.org)

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