

ST JAMES THEATRE CHARITABLE TRUST

REPORT NO. 1

**Prepared for Wellington City Council
Monitoring Subcommittee**

**For the 1st Quarter 2005/6
1 July – 30 September 2005**

Signed

Date

1. OVERVIEW

The first quarter of the year was steady.

The Trust has achieved 51 performances this quarter against a budget of 70 for the first quarter. The quarter was affected by the cancellation of a major 12 week season with only five months' notice. This season was not put into the budget, but the budget contained a small "own show" as a hoped for part replacement. However no suitable available "own show" was able to be sourced in time, plus one smaller pencilled season was cancelled, hence the lower than budgeted results. This compares with 71 performances against a budget of 95 in the same quarter September 2004 (which was a bumper year), 54 performances in the same quarter 2003-4 and 48 in the same quarter in 2002-3. Overall the number of performances was a good average on past performance. At the end of the quarter the company finished with a small profit of \$3,951 being a \$40,147 ahead of the budgeted loss and the Trust finished with a profit of \$157,705 being \$401,460 ahead of budgeted loss. This was primarily due to the grant received from the Community Trust of NZ for the pit lift for the St James Theatre.

The rollover arrangement with Ticketek has been renewed until 30 December 2005.

	Actual This Quarter	2005/6 Budget Quarter	Same Period Last Year (Actual)
Trust Consolidated profit/(loss) for quarter (after depreciation and interest charged)	157,705	(243,755)	82,987

2. THEATRE OPERATIONS

2.1 Overview

Company profit/(loss)	Actual profit/(loss)	2005/2006 Budget
July	73,791	(8,541)
August	(50,367)	(67,114)
September	(19,473)	39,459
Total this Quarter	3,951	(36,196)
Total year to date	3,951	(36,196)

2.2 Performance Analysis

Shows that took place were:

Westpac St James	Don Giovanni RNZB Dracula Finn Brothers Amazing Acrobats of China* Then Comes Love Bar at the Buena Vista La Traviata (bump in)
Opera House	Al Murray The John Butler Trio

Dorothy The Dinosaur*
Inside The Tardis
Yip Children's Choir*
Goldenhorse
Indian Ink Trilogy*
Gondoliers*
Rhythm of Life*
Right Royal Gala*
PolyFest 2005*

*These productions received financial assistance from either the St James directly or by way of a Performing Arts Foundation subsidy.

2.3 Westpac St James Theatre

The St James had a near budget quarter however this was at the cost of the Opera House as a season moved from the Opera House thereby partly replacing the budgeted "own show" that was not found.

2.4 The Opera House

The Opera House finished under budget after a season was transferred to St James but nevertheless had a good quarter with many and varied shows of all genre fulfilling the programming policy in the business plan as being the house for mid scale touring, music, comedy, dance, children's' and community productions.

2.5 Food, Beverage & Events

Food and Beverage revenue had lower than budgeted results. The Jimmy Café and Opera House Espresso bar are both steadily increasing revenue on a week by week basis and are making a profit. The number of performance related events was effected by the lower than budgeted performances. The budget for non performance related events was increased to try to make up for the loss of the 12 weeks major season above. However this was not able to be achieved partly due to lack of lead time.

The number of enquiries going forward is steady, with a good conversion rate. The total number of events for the quarter was 8 performance related and 21 non performance. Total F&B revenue is 18% of year end budget.

2.6 Marketing/Development (Fundraising)

The web site received 14,392 unique visits, viewing 52,504 pages and 322,842 hits during July to September period. Marketing assistance was given to the promoters of 20 shows including considerable assistance to community groups with little experience and who require a lot of help to put their shows on in a large professional venue and to market them successfully. This was in addition to running the marketing campaigns for the "own show" seasons of Dorothy the Dinosaur in July and the upcoming season of *The Trocks* (Ballet Trockadero de Monte Carlo) in November 2005. Assistance to promoters continues to be a unique service and a draw card for promoters to the St James Theatre and Opera House. The August to November season brochure was produced with a print run of 65,000 of which 15,000 were distributed directly to St James data base members and another 20,000 to Westpac clients.

2.7 Audience Development

The Audience Development project is sponsored by the Council's New Initiative Fund. The specific position of Audience Development Coordinator was appointed in November 2003 and WCC funding runs until June 2006.

The project is divided into two key areas – Young Audience and Adult Audience development. The project to date is proving to be extremely successful, particularly in the schools area, with positive feedback from hirers, schools and participants alike. Hirers in particular are pleased with the initiative, as they see it as unique in New Zealand and Australia that a venue is taking the initiative to actively develop audiences for the future. Analysis of the results from all perspectives, including financial, are being carried out and future options for the programme are being assessed.

	Annual Target	YTD Achievement 30/9/05
Number of performances/events/master classes/tours/dress rehearsals open to under 20s through school/college/tertiary organisations or accompanied by their families	30	14 (includes 3 for Dorothy)
Number of attendees at above	5,000	2,946 (includes 1,819 for Dorothy the Dinosaur)
Number of campaigns aimed at general audiences (ongoing and new)	3	3 - Group Bookers - CSAs - Trocks' Theatre Virgins
Number of direct mailings/events/performances/market research surveys/ tours/master classes/newsletters as part of campaigns above	15	7
Average % take up-of campaigns* (SJT Group Bookers who have booked group tickets this financial year)	5%	3.4%
Number of tickets sold to registered Group Bookers for shows YTD		216

*This figure may fluctuate due to the availability of the type of shows which appeal to group bookers.

Young Audiences

It is pleasing to note the growing trends over the last three years since the creation of the Theatre for Schools Programme.

Theatre for Schools Programme Trends	2002/3 Theatre for Schools Programme started in July 2002 sponsored by SJT	2003/4 WCC funding for Theatre for Schools from July 2003	2004/5 Year end result	2005/6 YTD 3 months to 30/9/05
No of school related performances/events	27	32	52	14
No of children in attendance	5,523	6,250	11,152	2,946

Activities this quartet include:

- School holiday Sound Workshop with Te Whaea. 9 students from 8 colleges took part. Feedback was 100% satisfied.
- 193 students attended the RNZB *Dracula* matinee performance.

- *Dorothy the Dinosaur* (3 shows), although not officially part of the Audience Development Programme, brought 1,819 children under 5 and their carers to the Opera House. One of the motivations behind this Own Show was its audience development potential.
- The Indian Ink Company opened 3 performances to schools and was attended by 729 students.
- The Schools page of the SJT website has been completed and traffic to the page is being monitored on a monthly basis.
- A summary of Term 4 activities was sent to 442 schools throughout the lower north island.
- The *Music Theatre Resource Pack for Teachers* was created to provide teachers with learning activities they can adapt for their students to study aspects of music theatre, with the specific aim of preparing students to appreciate live performances in the theatre and to reflect on them afterwards in classroom work. The activities are supported by background information, illustrations from the St James programmes archive and a list of recommended resources. Nine packs have been sold in the first month.
- School holiday Lighting Workshop for students aged 14-18 years was held in partnership with the Te Whaea. Twelve students from around the region attended and the course was given a rating of 100% very satisfactory.
- 127 students attended a matinee performance of *A Right Royal Gala*.

Adult Audiences

- Two 'seniors' groups, recruited by the CSAs (Community Sales Assistants) attended the theatre for the first time for the matinee of *Dracula*. The Performing Arts Foundation of New Zealand funding for the CSA scheme is approved to the end of the financial year in June 2006.
- The St James Theatre Season Brochure and website have now been updated with general information to help people attending the theatre for the first time.
- A mail out inviting people to become group bookers was sent to all those who organised groups to come to *Maui*.
- The Open Day at the Opera House on 10 September, held to show off the new flying system, was attended by 141 people.
- The Group Bookers Show Preview Evening on 14 September was attended by 70 people. Fifteen shows were previewed. This activity is a significant part of encouraging adults to attend the theatre, and is a drawcard to encourage promoters to play at the St James Theatre or Opera House.

3. ISSUES/RISKS

3.1 Entrepreneurial Shows

The St James Theatre Limited "own show" of *Dorothy the Dinosaur's Dance Party* (one of the Wiggles characters) played three shows on 22 July at the Opera House during the school holidays. This show was sourced as an "own show" to fill the gap left by the lack of visit by Hairy Maclary this July school holidays. The show was initiated by the St James Theatre Limited as an audience development initiative i.e. providing an opportunity for very young people to experience the theatre early in life, and was part of a tour through six New Zealand EVANZ (Entertainment Venues Association of NZ) centres. The show was extremely successful, with two out of the three shows virtually sold out. The Opera House broke even, made rent and made considerable merchandise revenue. The team also learned a lot about marketing to a very specific audience. A further tour is planned for 2006.

4. **KPI REPORTING**

The KPI performance reflects the activity levels of each entity for the quarter. Please see attached reports, as detailed below.

5. **FINANCIAL INFORMATION**

Please see attached information:

- Item 5.1** Consolidated Statement of Financial Performance
1 July 2005 to 30 September 2005
- Item 5.2** Consolidated Statement of Financial Position
As at 30 September 2005
- Item 5.3** Consolidated Statement of Cash Flows
1 July 2005 to 30 September 2005
- Item 5.4** Consolidated Key Performance Indicators
1 July 2005 to 30 September 2005

Item 5.1
St James Theatre Charitable Trust
Consolidated Statement of Financial Performance (Company and Trust Only)
For the First Quarter - 1 July 2005 to 30 September 2005

	Company				Trust				Consolidated				12 Month Reforecast as at Sep 05 \$'000	12 Months 2006 Budget \$'000
	This quarter		Forecast as at N/A \$'000		This quarter		Forecast as at N/A \$'000		Year to date		Forecast as at N/A \$'000			
	Actual \$'000	Budget \$'000			Actual \$'000	Budget \$'000			Actual \$'000	Budget \$'000				
Revenue														
Sponsorships / Grants					339	54	0	6	339	54	0		509	225
Theatre & Related Revenue	480	625	0	1					480	625	0		1,962	2,249
Food & Beverage Revenue	316	416	0	2					316	416	0		1,666	1,773
Box Office and Ticketek Revenue	21	26	0	3					21	26	0		91	101
Other Revenue	18	14	0		18	3	0		36	17	0		86	67
	835	1,081	0		356	56	0		1,191	1,138	0		4,314	4,414
Expenditure														
Administration					5	7	0							
F&B Cost of Goods	100	103	0						100	103	0		419	432
House Expenses / Operating	221	442	0	4	2	13	0		228	461	0		1,340	1,558
Personnel	358	371	0	5	27	25	0		385	409	0		1,571	1,670
Property	121	144	0						121	144	0		561	577
	799	1,059	0		34	45	0		834	1,117	0		3,891	4,237
Operating Profit BODIDIT	35	22	0		322	11	0		357	21	0		424	177
Depreciation - Operating Assets	31	58	0		0	0	0	7	31	58	0		255	263
Operating Profit BIDIT	4	(36)	0		322	11	0		326	(37)	0		169	(86)
Depreciation - Infrastructure Assets					149	168	0	7	149	168	0		603	713
Operating Profit BIT	4	(36)	0		173	(157)	0		177	(205)	0		(434)	(799)
Interest					19	39	0		19	39	0		75	154
Operating Profit before tax	4	(36)	0		154	(195)	0		158	(244)	0		(509)	(954)
Taxation					0	0	0		0	0	0		0	0
Net Profit after tax	4	(36)	0		154	(195)	0		158	(244)	0		(509)	(954)
Net Profit	4	(36)	0		154	(195)	0		158	(244)	0		(509)	(954)
Distributions to the Trust					0	0	0		0	0	0		0	0
Transferred to Retained Earnings	4	(36)	0		154	(195)	0		158	(244)	0		(509)	(954)

Notes:

Company:

- 1 Loss of major season just prior to budget, unavailability of a replacement "own show" and loss of one season post budget meant reduced show income for the quarter.
- 2 Reduced number of performances effected F&B performance spend and insufficient non performance events were able to be found to fill the loss of the major season due primarily to insufficient lead time.
- 3 Based on when tickets are sold
- 4 Will even out over year.
- 5 Will even out over year.

Trust:

- 6 Includes \$300k donation from Community Trust of NZ towards SJT Pit Lift.
- 7 Actual relates to actual assets held

Item 5.2
St James Theatre Charitable Trust
And St James Theatre Limited - Consolidated
Statement of Financial Position
As at 30 September 2005

	Trust Thousands	Consolidated Thousands
Assets		
<i>Current assets</i>		
Cash & cash equivs	1,239	1,536
Accounts Receivable	345	99
Stock	0	49
Other current assets	200	236
	1,783	1,920
<i>Non current assets</i>		
Fixed assets	18,857	19,242
Work in progress	1,278	1,317
Investment in St James Theatre Limited	250	0
	20,385	20,559
Total Assets	22,168	22,479
Liabilities		
<i>Current liabilities</i>		
Bank Overdraft	0	0
Accounts Payable	15	122
GST	44	103
Performance deposits held	0	132
Other Current	220	400
ANZ Loan	0	0
	278	756
<i>Non current liabilities</i>		
ANZ Loan	1,080	1,080
Wellington City Council (WCC) Loans	0	0
	1,080	1,080
Total Liabilities	1,358	1,836
Net Assets	20,810	20,643
Equity		
Retained earnings - brought forward	20,656	20,485
Retained earnings - current period	154	158
Total equity	20,810	20,643

Item 5.3**St James Theatre Charitable Trust****Consolidated Statement of Cash Flows (Company and Trust Only)****For the First Quarter - 1 July 2005 to 30 September 2005***Thousands***Cash Flow from Operating Activities****Cash was provided from:**

Receipts from Customers	958
Interest	19
GST Refunds	0
Other	0
	<u>0</u>
	977

Cash was applied to:

Payments to Suppliers and Employees	792
GST Payments	(146)
Interest paid	19
Other	0
	<u>0</u>
	665

Net Cash flow from Operating Activities **312****Cash Flow from Investment Activities****Cash was provided from:**

Proceeds from the sale of Assets	0
----------------------------------	---

Cash was applied to:

Purchase of Fixed Assets	35
Other	0
	<u>0</u>
	35

Net Cash flow from Investing Activities **(35)****Cash Flow from Financing Activities****Cash was provided from:**

ANZ Funding	0
	<u>0</u>
	0

Cash was applied to:

ANZ Funding	19
	<u>19</u>
	19

Net Cash flow from Financing Activities **(19)****Net Increase/(Decrease) in cash held** **258**

Add Opening Cash Balance brought forward	0
	<u>0</u>

Net Cash Movement (including Deposits) **258**

Item 5.4
St James Theatre Charitable Trust - Consolidated
Detailed Key Performance Indicators
For the First Quarter - 1 July 2005 to 30 September 2005

	Actual Thousands or #	This quarter Budget Thousands or #	Variance %	Actual Thousands \$ or #	Year To Date Budget Thousands \$ or #	Variance %	Year End Budget	Change in Projection %
1. OPERATING PERFORMANCE								
ST JAMES THEATRE CHARITABLE TRUST								
Sponsorship Revenue	339	54	526%	339	54	526%	\$ 224,676	
STJAMES THEATRE LIMITED								
Number of performances SJT	24	29	(17%)	24	29	(17%)	126	
Number of performances OH	29	41	(29%)	29	41	(29%)	107	
Total number of days utilised SJT	33	42	(21%)	33	42	(21%)	198	
Total number of days utilised OH	32	46	(30%)	32	46	(30%)	129	
(includes perfs, dark/bump in days & special events in auditoria)								
Ave spend per head per perf. SJT	\$ 4.70	\$1.50-\$3.50		\$ 4.70	\$1.50-\$3.50			
Ave spend per head per perf. OH	\$ 4.01	\$0.30 - \$1.50		\$ 4.01	\$0.30 - \$1.50			
Total average spend per head	\$ 4.35	\$0.30 - \$3.50		4.35	\$0.30 - \$3.50			
Ave capacity total seats sold on SJT prod on	N/A			N/A				
Ave capacity total seats sold on OH prod on	61%	60%		61%	60%			
Note: KPI's altered in line with Business Plan 2001/2								
2.0 CAPITAL MAINTENANCE								
2.1 Compliance with building regulations	yes	yes		yes	yes		yes	
2.2 Compliance with Historic Places Trust requirements	yes	yes		yes	yes		yes	
3.0 RISKS								
Reported by Exception only								