



worthing theatres and museum

Annual Review

2020/2021



Our Purpose

Our Programme

Our Audiences

Our Venues

Our Finances

Our Fundraising

**Our Governance, Partners
and Supporters**





Our Vision

Enrich people's lives through arts and heritage.

Our Mission

We will enable everyone to access arts and heritage by creating shared experiences that entertain, educate and inspire.

Our Aims

- Surprise and delight our audiences with visionary work of artistic excellence.
- Provide aspirational opportunities for young people ensuring the creative voices of the future.
- Cultivate creativity, supporting the next generation of artists.
- Champion inclusion, curating a diverse programme for our community.
- Invest in our teams, making creative thinking the norm.
- Ensure financial success providing best value to the community, guaranteeing the longevity of the organisation.
- Drive forward the development of Worthing's experience economy promoting positive place making and civic pride.

Who We Are

Worthing Theatres and Museum brings the very best theatre, music, dance, exhibitions, film and workshops to our community. Our four theatre venues, cinema and museum and art gallery are all positioned within the heart of the town of Worthing in West Sussex.

What We Do

Worthing Theatres and Museum produces and presents a unique programme of events across a range of disciplines including theatre, costume, contemporary circus, film, archaeology, dance and fine art.

We seek to inspire the whole community and create opportunities for engagement with the arts and heritage.

We work with renowned theatre makers, promoters and producers throughout the UK and Europe and founded one of the largest contemporary circus programmes in the UK.

We hold the largest costume collection of everyday wear in the UK and notable collections in fine and decorative arts, toys and dolls and archaeology.

We offer a range of activities for school and university students, teachers and workshops for families and adults.

We want to ensure that everyone has opportunities to get closer to our collections.



It is with great pride that we report on the first full year for WTM.

For a charity at the very beginning of its journey, to have achieved so much during a time of unprecedented challenges, fills me with a great sense of hope for everything this organisation can achieve in the future.

The remarkable team at WTM have shown the deepest commitment to ensuring the charity is both viable and sustainable for the future and it is this determination and resilience that will ensure a greater future for the charity in years to come.

We reached more than 120,000 people through our digital, outdoor, live events and creative learning programmes last year – giving our communities opportunity to continue to

experience culture and get creative.

It would simply not be possible to continue our work and reach so many without the support of Worthing Borough Council, Arts Council England, National Heritage Lottery Fund, Department of Culture, Media and Sport, Theatres Trust and BFI. We are immensely grateful for the support of our generous members and all the donations we receive from our audiences. Your support enables us to present an extraordinary arts, heritage and creative learning programme, and the support that allows us to deliver our vision.

We recognise there are still challenges ahead, but there is light at the end of the tunnel, I believe arts and heritage will play an essential role in re-shaping the future of our communities.

Peter Cadwallader
Chair, Worthing Theatres and Museum



Welcome to WTM's review of 2020/21, a year of almost unquantifiable challenges, resilience and creative determination.

The sudden closure of Worthing Theatres and Museum in March 2020, less than five months after we had become an independent charity was devastating for the organisation, for our audiences and for the artists we work with. The whole industry was reeling, we were unable to hold performances, suddenly having to reschedule events and tackle the huge administrative task of refunding thousands of tickets, a third of which were kindly transferred to donations. Just when our communities needed the arts more than ever, our doors were closed and we found ourselves unable to deliver our work and bring people together as we

have been doing for so many years..

We had to change the way we work, develop new ways of connecting with our audiences, reconsider how we could continue to support artists and companies and crucially what we could do to help our communities through a pandemic.

We put exhibitions online, put on outdoor shows as soon as they were allowed, reopened for film with socially distanced seating and finally opened for live events in October at 30% of capacity. Sadly, after a sold out Christmas show, we had to close again but used this time to make vital improvements to the venues, preparing the Pavilion Atrium for its relaunch, refurbishing the costume gallery, completing technical improvements at the Connaught and Pavilion, redesigning the Museum shop,

offering rehearsal space to performers and companies to make new work and preparing a safe environment for our staff, ready for their return later in 2021.

Safety for our customers and staff has been paramount with increased cleaning and regular fogging across the venues, hand sanitizers installed in every foyer, perspex panels at each service point, clear one way systems through the building, socially distanced seating in auditoriums and reduced work stations in all the offices. All staff signed up to the COVID risk assessment and additional COVID training was completed as well as training in health & safety, safeguarding, fire safety awareness, GDPR and manual handling.

WTM took an active role in the community using the venues to support a foodbank, a

PPE collection centre, blood donation sessions, a polling station, providing extra teaching space for Brighton MET college and supporting Chichester University Performing Arts students' final practical exams. We supported Worthing Borough Council's Covid-19 communications with clear roadmap messaging on our website and electronic signs in the town.

We took the opportunity to revisit key areas of policy, focusing on diversity and inclusion by developing our Equality and Diversity Policy. All staff completed training on Unconscious Bias, Equality & Diversity and Disability Awareness. We also looked closely at our energy use and sustainability, supporting Worthing Borough Council's initiative to find alternative means of heating the venues in the next four years.

Without the financial support of Worthing Borough Council, Arts Council England and the Government's Culture Recovery Fund we would not have been able to survive this year. We had to make many difficult decisions over the last twelve months but we are now a leaner organisation with an incredible, creative and resilient team who are led and supported by an exceptional Board of Trustees.

Thank you to everyone who has been on this difficult journey and most importantly thank you to our audiences and visitors - your ongoing support and optimism kept our spirits high and reminded us why we do what we do. We are so pleased to be finally welcoming you back into your venues.

Worthing Theatres and Museum launched its first season as an independent charity in early March 2019, a new era and undoubtedly the most vibrant, creative and high quality programme of events ever brought to Worthing.

Little did we know that two weeks later we would be closing our doors and having to entirely rethink how we deliver our work. Throughout this challenging year we have been determined to fulfil our mission: to enable everyone to access arts and heritage by creating shared experiences that entertain, educate and inspire.

We developed a digital offer which included: the Museum exhibitions (*Ladies Paradise*, *A Walk Round Cissbury Ring* and *A Strange and Familiar Sea*) Worthing Creates,

a creative project pack in conjunction with local artists, makers and creatives, weekly links to online performances, such as the National Theatre and Sadler's Wells, hosted online film viewing parties with associated talks and competitions, a short story competition inspired by the Highdown Goblet which was picked up by several schools and an extremely popular live online celebration of Worthing pantomimes with a host of stars.

We delivered our ground-breaking Cutting Edge project; engaging with Shoreham Academy, Worthing High School and Superstar Arts to identify and source clothing items that had the greatest impact on fashion during the 1980s, 1990s and 2000s. Supported by the National Lottery Heritage Fund, Cutting Edge was remodelled to

enable it to continue through lockdown.

As soon as outdoor work was allowed we had performances from TRIBE// Dance Company and Dizzy O'Dare's *Giant Balloon Man* outside the Pavilion Theatre, building on the circus and street arts that has been so successful over the last five years. We also filled the Pavilion outdoor poster frames with images from Mandy Williams' exhibition *A Strange and Familiar Sea*, which raised timely questions around the psychology of place. We supported the Digital Photographic OPEN21 with an exhibition of young photographers works displayed in the windows of the Pavilion Theatre.

We opened the venues at each permitted stage of the government roadmap, putting safety first with a detailed COVID Risk Assessment and





strict social distancing.

The Connaught opened first with cinema and a Screen Arts programme including: *Andre Rieu*, Matthew Bourne's *The Red Shoes* and National Theatre: *Fleabag*. This was followed by the Museum which opened with limited, ticketed slots each of which included a bespoke talk focused on elements of our permanent collections – costume, archaeology, and fine art.

In October we were able to open the Pavilion Theatre for a live comedy season including Patrick Monahan, Geoff Norcott, Mark Watson, Shappi Khorsandi, Jimmy Carr, Robert White and The Noise Next Door. We co-produced a family theatre show for the Christmas period with Paul Holman Associates which was sold out across the 12 show run and very well received.

We worked in partnership with Colonnade House and Worthing Borough Council to support the wonderful *Laser Light City* in December and lit our theatres in red as part of the Light It Up campaign.

The lockdown has been particularly hard on freelance artists so it was an integral focus for WTM to support them to create new work. We arranged for six companies to have R&D weeks to create and develop work from April 2021 as part of our Made in Worthing project (Strong Lady Productions, Acá Theatre, Proteus Theatre, Make Amplify, Conn Artists, Flexer & Sandiland).

A year which began with the doors of all of our incredible venues closed ends with a renewed strength and optimism for the future.



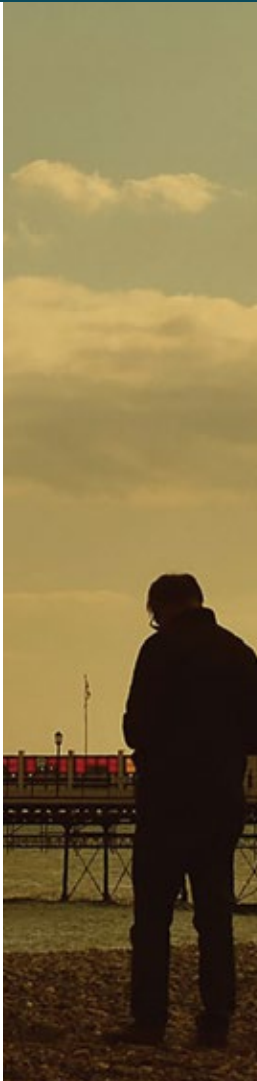
22nd Apr onwards

Mandy Williams
**A Strange
and
Familiar
Sea**



3rd Jun onwards

Emily Jolley
**A Walk
Round
Cissbury
Ring**



3rd Jun onwards

**Worthing
in
Lockdown**



8th Aug - 19 Dec

**Museum
Collection
Tours**



29th Aug

**Giant
Balloon
Man**



29th Aug

Tribe//



29th Aug

National Theatre
Fleabag



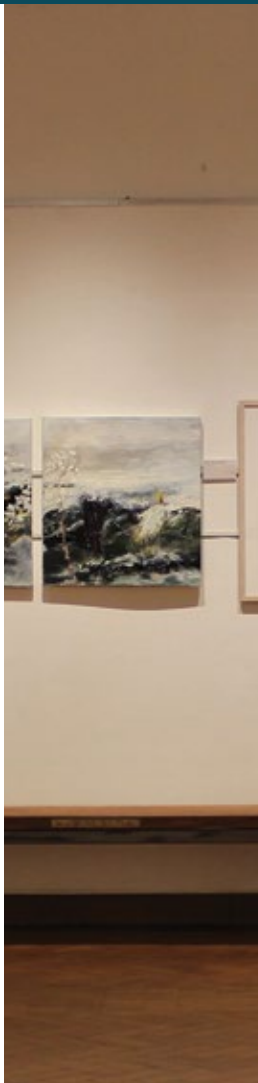
28th Sep

David Attenborough
**A Life on
Our Planet**



30th Sep

Matthew Bourne's
The Red Shoes



14th Oct - 2nd Dec

Digital Open 20



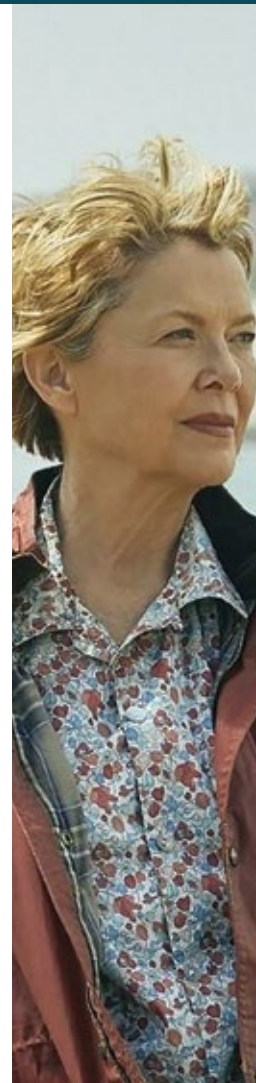
20th Oct

Frida Kahlo



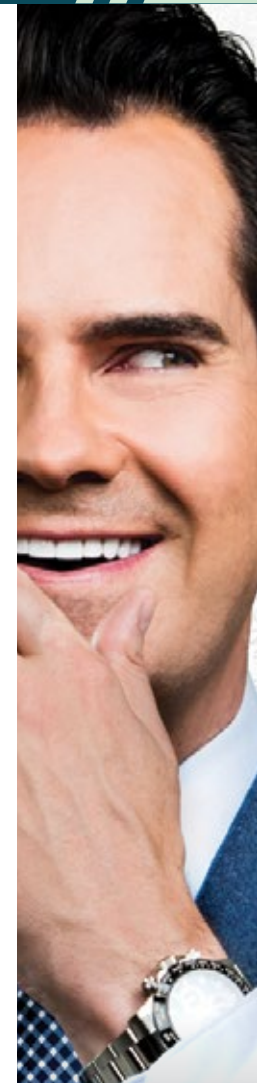
29th Oct

Shappi Khorsandi



31st Oct

Hope Gap
With director Q&A



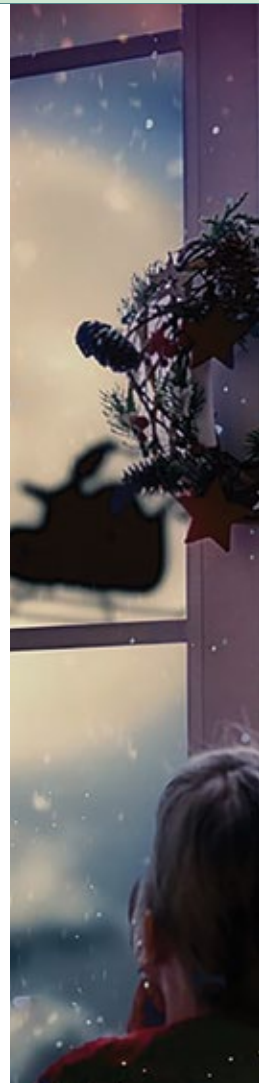
4th Dec

Jimmy Carr



13th & 20th Dec

Kinky Boots



19th-24th Dec

The Night Before Christmas

117k

digital audiences
engaging with
our website
content

144

events were
attended by
audiences within
our venues

41,947

followers
engaging with
us on social
media

144

events within
our venues
and socially
distanced

31,369

viewers engaged
and voted
within our digital
exhibitions

529

members accessed
priority booking
and exclusive
content

2853

children and
families attended
a Christmas
show

8150

visits to a
ticketed event
at one of
our venues

7580

voters in our
Digital 20 Open
exhibition
competition



Cutting Edge Project

The *Cutting Edge* project sought to enhance the museum's nationally recognised costume collection by adding contemporary clothing, shoes, hats and accessories to the existing 30,000 piece archive.

It was a collaborative collecting project that saw museum curators working with students from Shoreham Academy and Worthing High School together with participants from Superstar Arts. The cohorts researched, identified and sourced items of costume from the 1980s, 1990s and 2000s, learned museum curatorial skills and enjoyed a series of creative workshops with award winning

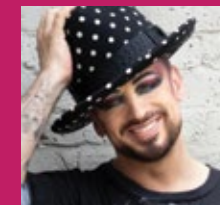
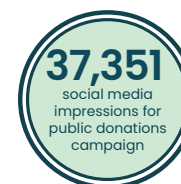
performance artists.

The project fully realised its initial aims and ambitions because curators, performers and participants adapted to the digital environment during the pandemic lockdowns.

The *Cutting Edge* project has successfully enriched WTM's costume collection, formed new relationships with creative professionals and strengthened links with our local neurodiverse community.

Superstar Arts produced a video piece with drawings made in response to photographs of Boy

George wearing a trademark, oversized Trilby hat. Boy George donated the spotted hat and a t-shirt to the *Cutting Edge* project, kick starting the museum's 21st century contemporary collection.

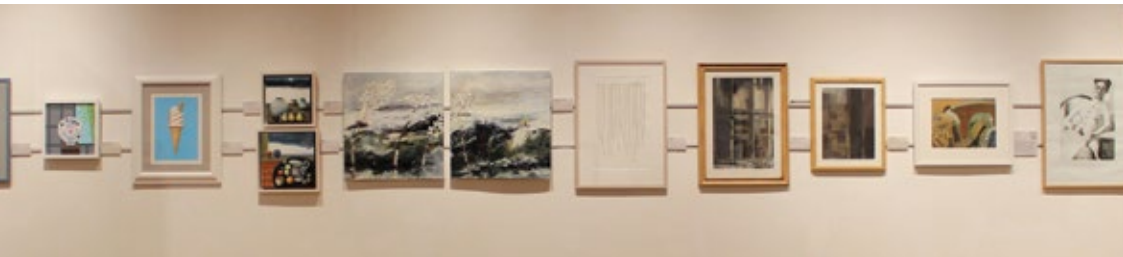


Superstar Arts produced a video piece with drawings made in response to photographs of Boy George wearing a black and white spotted hat. Boy George donated the hat and a t-shirt to the project, kick starting the 21st century contemporary collection

The *Cutting Edge* project has been supported by funds from the National Lottery Heritage Fund and The Clothworkers' Foundation



DIGITAL OPEN20



WTM's bi-annual Open exhibition invites amateur and professional artists from the wider Sussex community to submit work for selection with a chance to display their artwork in the museum gallery.

Unable to hold Open20 in its usual format, we launched Digital Open20.

Our curators met to shortlist the digital entries and select a fair and representative mixture on the basis of quality and variety. All shortlisted entries featured in an online exhibition, where the public were invited to vote for their favorite pieces. The public selection formed the *DigitalOpen20* exhibition in the Norwood gallery from May 2021.



24,601

views of the
Open 20
web page

76

artists
entered the
Open 20
exhibition

7580

voters chose
their favourite
works for
display

worthing creates

While our venues were closed everyone at WTM remained committed to engaging creatively with our community.

Working with the support of Arts Council England WTM launched Worthing Creates, which aims to support our local community to explore new ways of self-expression through arts and heritage.

In partnership with local artists, makers and creatives, we assembled a pack of creative projects for people to try at home.

With no specialist materials or prior knowledge required, the pack offered a fun and accessible opportunity to learn a new skill.



761

page
views
to Worthing
Creates

71

digital packs
downloaded
from the
website

1000

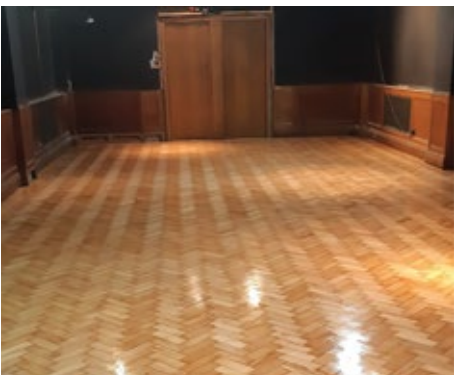
printed packs
distributed
to the
community

2020/21 has provided a unique opportunity for WTM to carry out key improvements to the venues ready for the return of our audiences.



Pavilion Theatre

- New uplighters above pillars to light the dome to make the space more atmospheric



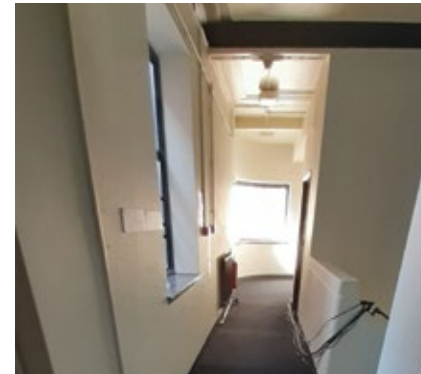
Museum and Gallery - Costume Gallery

- Existing display cases removed to expose original oak panelling
- Parquet flooring restored
- New lighting system



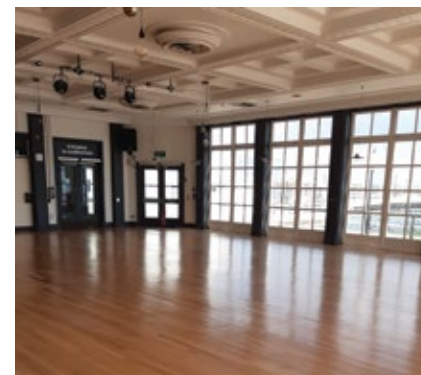
Fraser's Bar

- New seating
- New LED 12w downlight panels and wall and ceiling lights replaced
- New carpeting and flooring
- New AV, new projector, 120" electric screen and new PA system
- Behind bar refreshed and reworked including LED shelves



Connaught Studio

- Removal of faulty access platform
- Creation of step free access to studio
- Refurbishment to match the venue throughout



Pavilion Atrium

- Floor restored to maple wood
- New performance lighting and AV install - projector, electric 120" screen, new LED performance lights
- New lighting for events and performances
- New 200 theatre style seating for events and performances

2020/21 was a challenging year for the cultural industry who were forced to cancel shows and close the doors.

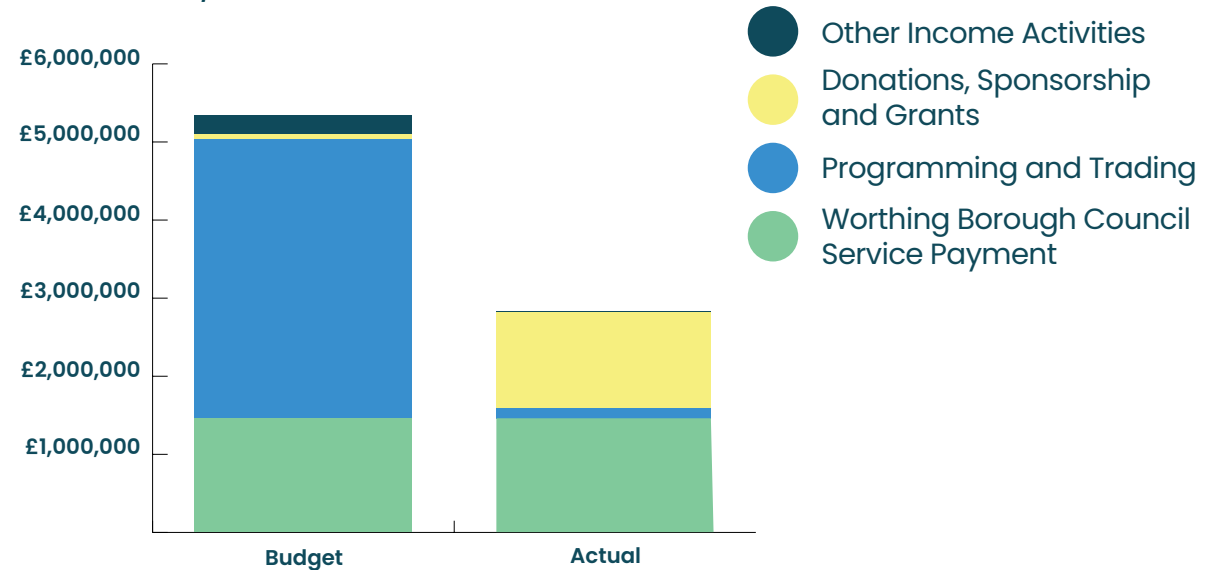
Our original budget had expected income of £3,524,888 from ticket sales, venue hire and secondary spend but with the majority of shows and events cancelled the actual income was reduced to just £128,131.

Thankfully, Worthing Borough Council continued the contracted service payment and we received Cultural Emergency Funding and Cultural Recovery Funding from Arts Council England and the Department of Culture, Media and Sport, enabling us to deliver our work and engage with the community throughout this time.

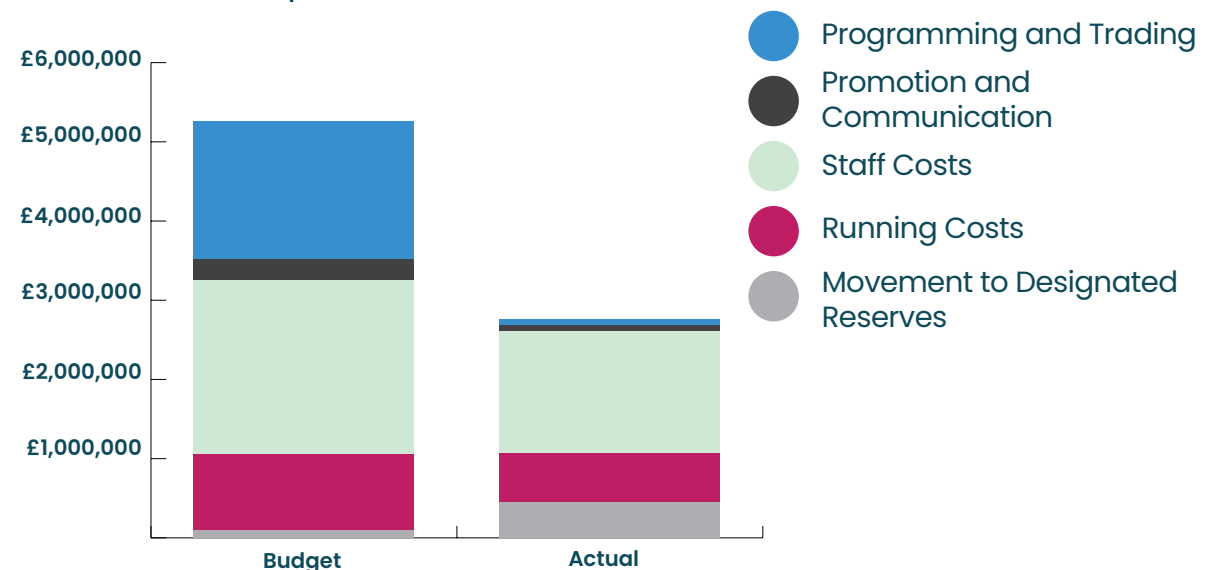
WTM ended the year with a small unrestricted general reserves surplus of £38,461 which has been achieved by restructuring the organisation, maximising the furlough scheme, maximising the government grants, ticket & crowdfunder donations and renegotiating contracts to reduce expenditure.

The organisation continues to build reserves to ensure our future stability and prepare for the financial challenges of 2021/2, as we wait for audience confidence to fully recover. Reserves as at 31st March 2021 were the equivalent of 2.5 months of future running costs.

2020/21 Income



2020/21 Expenditure





WTM began its first full financial year as a charity in lockdown, faced with the immediate challenge of raising funds to remain operational.

Thanks to the tireless efforts of the team and the unwavering support of our audiences, donors, members and partners, WTM succeeded and found alternative ways to bring the arts and heritage to our community despite challenges presented by the pandemic.

Individual Giving

We have been overwhelmed by the generosity of our audiences over the past twelve months. We have received support in many ways, including patrons donating back the cost of cancelled tickets and supporters joining our newly launched membership scheme.

Save WTM Crowdfunder

WTM's first crowdfunding campaign – part of the #SaveOurTheatres national campaign by Theatres Trust – raised £17,434 in donations plus an additional £1,800 in Gift Aid – a grand total of £19,234. Supporters had the opportunity to select from a range of rewards, or simply donate to support WTM.

Trusts and Foundations

We were thrilled to receive support from Arts Council England's COVID 19 Emergency Fund, as well as the government's Culture Recovery Fund and Culture Recovery Fund Round 2. We also received support from the BFI FAN Exhibition Fund towards maintaining the diversity of our cinema programme despite the challenges of the pandemic, and from Theatres Trust towards the safe reopening of our venues.





Board of Trustees

WTM has a committed and talented board of trustees who are all based in the local area. They bring a wealth of skills and knowledge to the organisation and care passionately about the Worthing community having access to the best arts and heritage.

Peter Cadwallader (Chair)
Scott Marshall (Vice Chair)
Cepta Kelly
Louise Burgess
Andrew Comben
Simon Parsonage
Helen Persson-Swain
Dr James Broomfield
Julie Kapsalis
Tim Hague
Andy Sparsis (Trading Subsidiary Chair)

Executive Team

Amanda O'Reilly - CEO and Head of Programming
Gerry Connolly - Head of Curation and Engagement
Jill Stewart - Head of Business and Finance (Company Secretary)
Matthew Pike - Head of Technical, Buildings and Production
Pamela Kent - Head of Marketing and Development
Rachel Ward - Head of Customer Experience

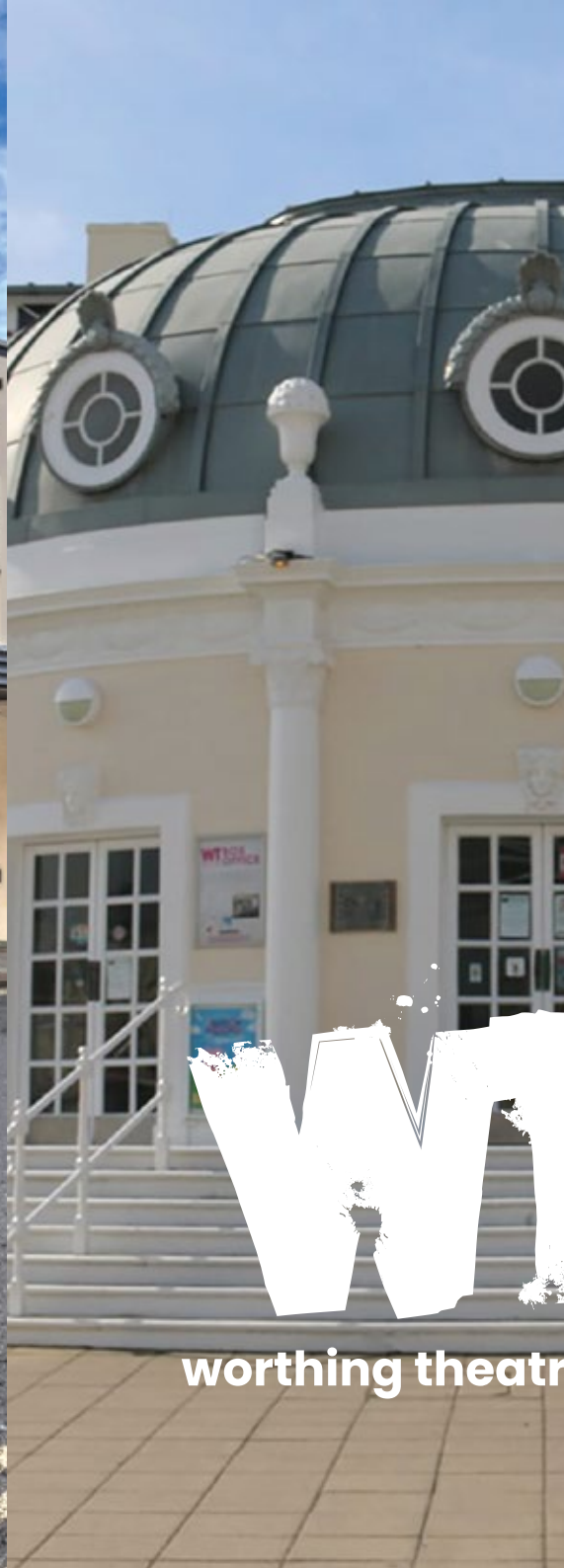
Thank you to:

Arts Council England
British Film Institute
The Clothworkers' Foundation
Google
The National Lottery Heritage Fund
The Theatres Trust
Worthing Borough Council

Partners

Picturehouse Cinema





worthing theatres and museum