



worthing theatres and museum

# Annual Review

2021/2022







### Vision

Our Vision is a community in which everyone's lives are enriched through vibrant, exceptional arts and heritage



### Mission

Our mission is to enable everyone to access arts and heritage by:

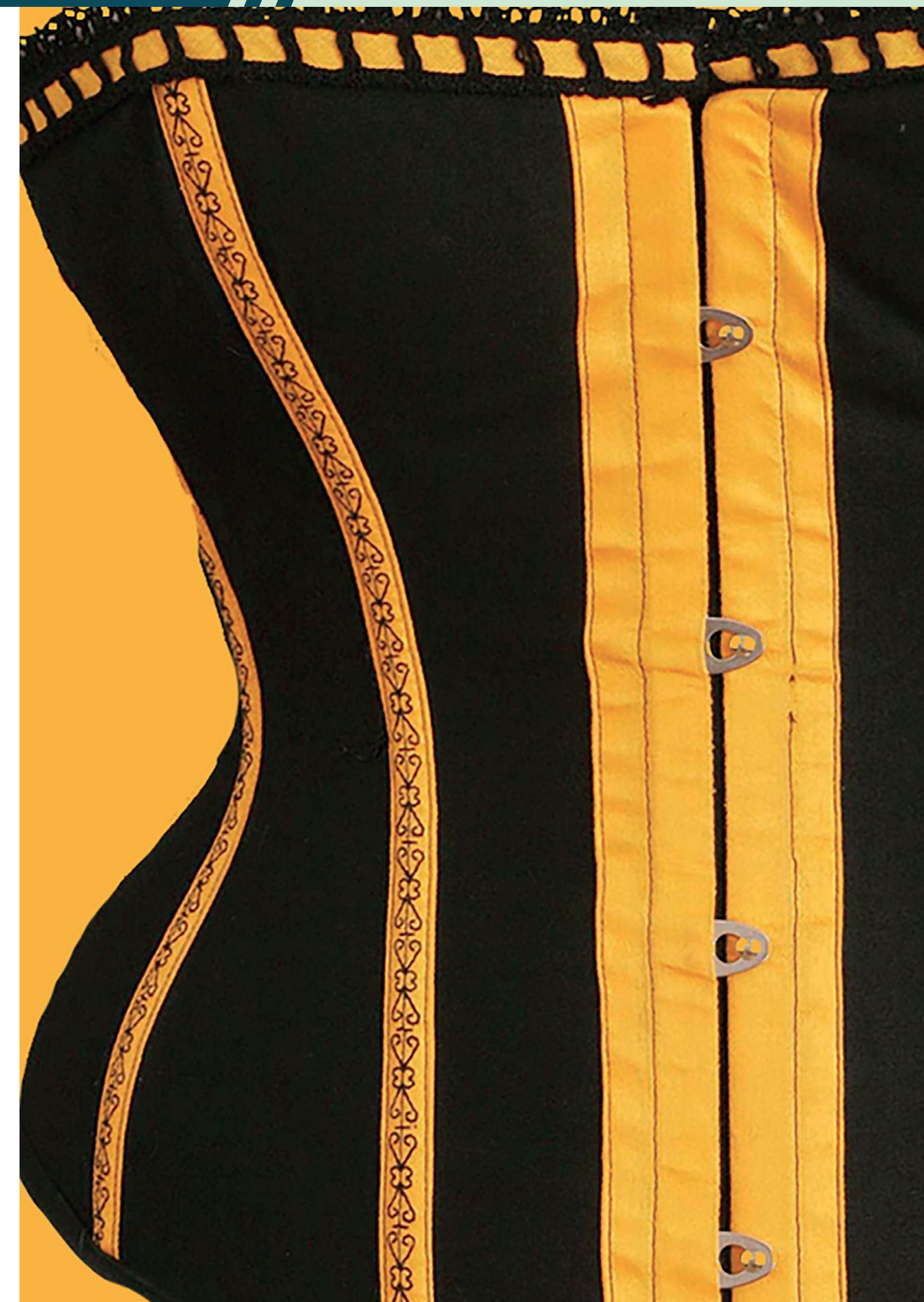
- Delivering a rich and diverse year-round programme of cultural activity
- Creating shared experiences that inspire, challenge, educate and entertain
- Reaching out into communities, providing accessible pathways to experience creativity
- Developing opportunities and partnerships with artists and companies
- Championing inclusion, supporting the creation and presentation of work that celebrates diversity
- Creating aspirational opportunities for young people within the cultural industries



### Values

In everything we do we will:

- Promote excellence
- Listen and respond to our community and the sector
- Commit to inclusivity across all aspects of the organisation
- Support and enhance the wellbeing of everyone we interact with
- Nurture a culture of collaboration, respect and integrity
- Take responsibility for our environmental impact







## Who We Are

Worthing Theatres and Museum (WTM) is a unique arts and heritage charity with a large portfolio of distinct venues: Worthing Museum and Art Gallery (visitors 50K per annum), Connaught Theatre (520 seats), Connaught Studio (164 seats), Pavilion Theatre (750 seats), Pavilion Atrium (creative space with option for 200 seats) and Assembly Hall (950 seats), all positioned within the heart of the borough town of Worthing in West Sussex.

WTM offers an inspiring and supportive workplace that promotes unity and diversity providing an environment where differences and what we have in common are celebrated. We engage with responsible and respectful working practices and empower our team to shape and deliver WTM's key objectives with integrity. WTM opposes all forms of discrimination.

## What We Do

WTM is an ambitious organisation that presents a vibrant, diverse and entertaining programme of performances (theatre, contemporary circus, dance, comedy, music, family theatre, talks), events, film, exhibitions and workshops. We manage a museum collection of national significance (costume, archaeology, fine art, toys), present an annual outdoor summer festival and collaborate with leading UK producing and touring companies. We engage with our local communities through a range of projects, partnerships and venue hires, using art and culture to create opportunities for the benefit of the wider community. WTM engaged with 400,000 people per year pre-pandemic.

Our annual turnover, before the pandemic, was approximately £5.8 million. WTM receives an annual service payment from Worthing Borough Council (WBC) for the management and development of its cultural assets. Income is earned through ticket sales, fundraising and other revenue streams which include a contribution from our secondary trading activities, such as bars & kiosks (through our wholly owned Trading Subsidiary Company).



## Peter Cadwallader

*Chair*

2021/22 was a challenging year for WTM that began with the venues closed due to the pandemic, followed by a summer of slowly rebuilding as restrictions lifted then a full programme of events without social distancing from October to the end of the financial year.

Given the challenges we have faced, I am extremely proud of the Executive Team, Staff and Trustees who have worked tirelessly to achieve the exceptional cultural offer, a dramatic increase in community engagement and positive financial results.

The team focused on opening the doors as soon as restrictions eased, maximised all opportunities for COVID-19 funding and grants, made cost savings where possible and delivered a stronger than expected live events programme, including the very successful pantomime.

It would simply not be possible to continue our work and reach so many without the support of Worthing Borough Council who continue to prioritise culture and the positive effect it has on the people of Worthing. We are also grateful for the support of Arts Council England and the Department of Culture, Media and Sport. We are immensely grateful for the support of our generous members, local business sponsors and all the donations we receive from our audiences. This support enables us to continue to deliver our vision even during the most difficult times.

We expect 2022/23 to be the most challenging year since the formation of the charity on 1st November 2019 with the aftermath of the last two years of the pandemic and the volatile economic climate continuing to affect sales. However, with strong reserves, a commitment to our communities and a proactive, talented and experienced team we are confident we can continue to show resilience.







## Amanda O'Reilly

*Creative Director & CEO*

## Jill Stewart

*Executive Director (Company Secretary)*

WTM opened the venues at each permitted stage of the government roadmap, putting safety first with a detailed COVID-19 Risk Assessment and strict social distancing when required. We launched our new website in April 2021 which attracted 3.3 million visitors in this year, despite only 5 months of full activity for WTM. We utilised this traffic to drive online bookings, share engaging behind-the-scenes content and give crucial updates on our operation status.

In April 2021 all our buildings were closed to the public with the team working hard to prepare to reopen in mid-May on reduced socially distanced seating plans and with limited Museum opening hours. By late June we increased the programme of events with a range of theatre, family shows, comedy and circus and the Museum opened four days a week, including late opening on Thursday evenings and Sunday openings which was a key development to make the Museum more accessible, particularly for people who work 9am - 5pm weekdays. By October we had fully reopened all venues, with a full programme of events, films and activities that has continued to date. By Spring 2022 the Museum had its fullest programme of activities and was exceeding pre-pandemic footfall.

This year presented many challenges, however, we were determined to:

*Enable everyone to access arts and heritage by creating shared experiences that entertain, educate and inspire.*

Throughout the pandemic, we maintained vital relationships with artists, partners and companies, working flexibly to successfully reschedule the majority of the work that was programmed pre-pandemic whilst supporting the creation and presentation of new work.

The financial outturn for this year was positive including designating £378K to reserves for essential improvements and equipment replacement as we continue to build the long term financial resilience of the charity.

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Without the financial support of WBC, Arts Council England, the Government's Culture Recovery Fund and Job Retention Scheme, WTM would not have been able to survive this year. We have emerged from the pandemic a more creative, resilient and efficient organisation that is much more connected to the people of Worthing.

## Looking Forward

Following the Access Audit completed in March 2022 we are now developing an action plan to improve access across our venues and the organisation over the next two years including the creation of more space for customers who are wheelchair users and an accessible backstage dressing room and bathroom.

We have applied for NPO (National Portfolio Organisation) status with Arts Council England which, if successful, would give WTM additional funding for three years specifically to increase our work with young people, continue our summer programme of free outdoor performances, work in partnership with leading cultural providers, expand our programming to focus on the lesser heard voices in our community and digitalise parts of the Museum collection to further increase access.

We are working in partnership with WBC to secure funding for the redevelopment of the Museum which would open up 80% of the building, allow the addition of a coffee shop and the redisplaying of the collections.

Although we expect 2022/23 to be a very challenging year we are excited to be moving these projects forward.







**273**

live events  
selling  
73k tickets

**1,688**

film screenings  
selling 42k  
tickets

**27,504**

panto tickets sold  
across the 56  
performances

**13**

local  
schools  
engaged

**300**

free panto tickets  
for families using  
the food bank

**£1.3m**

Total  
ticket  
income

**228**

Sussex Artists  
showcased in the  
Open21

**49,918**

visitors welcomed at  
Worthing Museum  
and Art Gallery

**9**

community  
groups given free  
space

**87**

homeless people  
had Christmas lunch  
in the Pavilion

**159**

photos of Worthing  
heroes exhibited  
as part of the We  
Are Worthing outdoor  
gallery

**7**

kickstarters now  
employed full time in  
the cultural  
industries

**41**

active Worthing  
Theatres and  
Museum  
volunteers

**18**

free outdoor  
events as part of  
Spin Out 21

**7,700**

individual donations  
received from our  
audiences online  
*thank you*



WTM was committed to opening the venues at every point the government restrictions allowed with a creative programme of live events and films from mid-May 2021. The live programme included the international premier of Proteus Theatre's *The Bloody Chamber*, Rhum & Clay's *War of the Worlds* as part of the Brighton Festival, and Hikapee's *The Hidden People* which was created and premiered in Worthing. Happily schools began to rebook making up a third of the sales for *Jekyll & Hyde* by Blackeyed Theatre.

Comedy, talks and music were particularly strong sellers with Sarah Millican, Laura Lexx, Jimmy Carr, John Lydon, Whitney, Josh Widdicombe, Ben Fogle, Henning Wehn, *That'll Be the Day*, Rob Brydon, Suggs, Dick & Angel, *Fascinating Aida*, Jason Fox, Jo Whiley and Katherine Ryan all close to sold out.

Pantomime was back with *Beauty & the Beast* selling just 12% less than the record-breaking *Cinderella* in 2019. Our rigorous safety measures, including strict isolation of the cast and crew, meant we were one of the few venues in the country to have no cancelled shows and a full cast performing for the entire run.

Film audiences were slightly slower to return than our live audiences but James Bond *No Time to Die* in September, was a huge hit selling £43k of tickets.



WTM has significantly increased the workshops for children, families and adults, giving opportunities for local people to get practically involved in creative classes.

The opening exhibitions at the Museum were stunning and all had a local theme: *In Their Shoes* (photography / soundscape celebrating the stories of 14 people in Worthing Borough including nurses, performers, children and refuse collectors); Anthony Bennett (local abstract painter); and Hercule Van Wolfwinkle's *Rubbish Pet Portraits* supported his fundraising of over £100K for Turning Tides, the local homeless charity.

Over the winter months we were delighted to welcome the return of the biennial WTM OPEN to the Museum, which attracted 228 artists from across East and West Sussex who submitted nearly 600 pieces of work to be displayed for the public.

The Museum had a remarkable footfall with 49,918 visitors bucking the national trend.





The COVID-19 Pandemic has been exceptionally challenging for WTM but one positive outcome was the increase in outreach work that has dramatically increased our social impact. We now work with multiple community partners, providing creative opportunities for many different sections of people in Worthing and the surrounding area, balancing our business need for financial resilience with an offer which includes accessible, free and low cost events for all.

In May 2021 we co-commissioned Vamos Theatre Company to create *Love Through Double Glazing*, performed in the gardens of care homes. This was a beautiful and moving project that created an interactive and sensory experience for the residents.

*We Are Worthing* celebrated the unsung heroes in the local community, nominated by their friends and family. This culminated in the installation of 159 photos of Worthing people displayed in the windows of the Pavilion Theatre.

During the summer WTM held 18 free outdoor shows as part of *Spin Out 21*, building on the circus and street arts programming that has been so successful over the last five years. Performances included Joseph Toonga's *Born to Protest* (including an open conversation about being a black man in the UK), Ockham Razor's *Together*, Kapow's *Grow* (environmental theme), *Strong Enough*, Dizzy O'Dare's *Falconry Dismay* and Inverted Theatre's *Box*.

These events were attended by over 3,200 people and brought vibrancy back to the town centre. \

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Kapow Dance Company worked with local youth group Superstar Arts developing a performance about the struggle that they and their families faced with changes to their daily lives and routines during the COVID-19 pandemic. The show was performed in the Museum and made into a **wonderful film**.



Our summer programme included a series of nine Archaeological Walks including Cissbury Ring and Highdown Hill which were extremely popular and connected with people who were still not confident to attend indoor talks.

A key focus for WTM is supporting freelance artists and companies to create new work as part of our Made in Worthing project. In 2021/22 we supported seven companies including three local professional companies with R&D space and resources to prepare for touring later in the year.

In the autumn we commissioned a videographer to work with several of our local amateur theatre and music groups, (Worthing Philharmonic Orchestra, Worthing Musical Comedy Society and Worthing Musical Theatre Company) to provide them with social media content to support their relaunch and the rebuilding of their memberships and audiences.

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We also provided free meeting spaces for nine community groups (Always Possible, One Stop Party Shop, Creative Waves, Dementia Friends, Love Your Hospital, Rachel Sullivan, West Sussex Mind, Worthing Soup Kitchen and Worthing Storytellers) to hold their first meeting after lockdown, offering a large, safe, sanitised space.

Eleven local companies worked with WTM and Paul Holman Associates to sponsor free tickets to the pantomime for ninety families who were struggling financially. We worked closely with the Worthing Soup Kitchen, Storm Ministries and Turning Tides to make sure local people with the greatest need could attend.

We opened the Pavilion Atrium on Christmas Day for the first time in order to support the Soup Kitchen to provide Christmas lunch for 87 homeless people.

During 2021/22 we engaged with 13 schools and 1,447 pupils as well as supporting 7 young people into employment in the cultural industries through the government Kickstart Scheme.

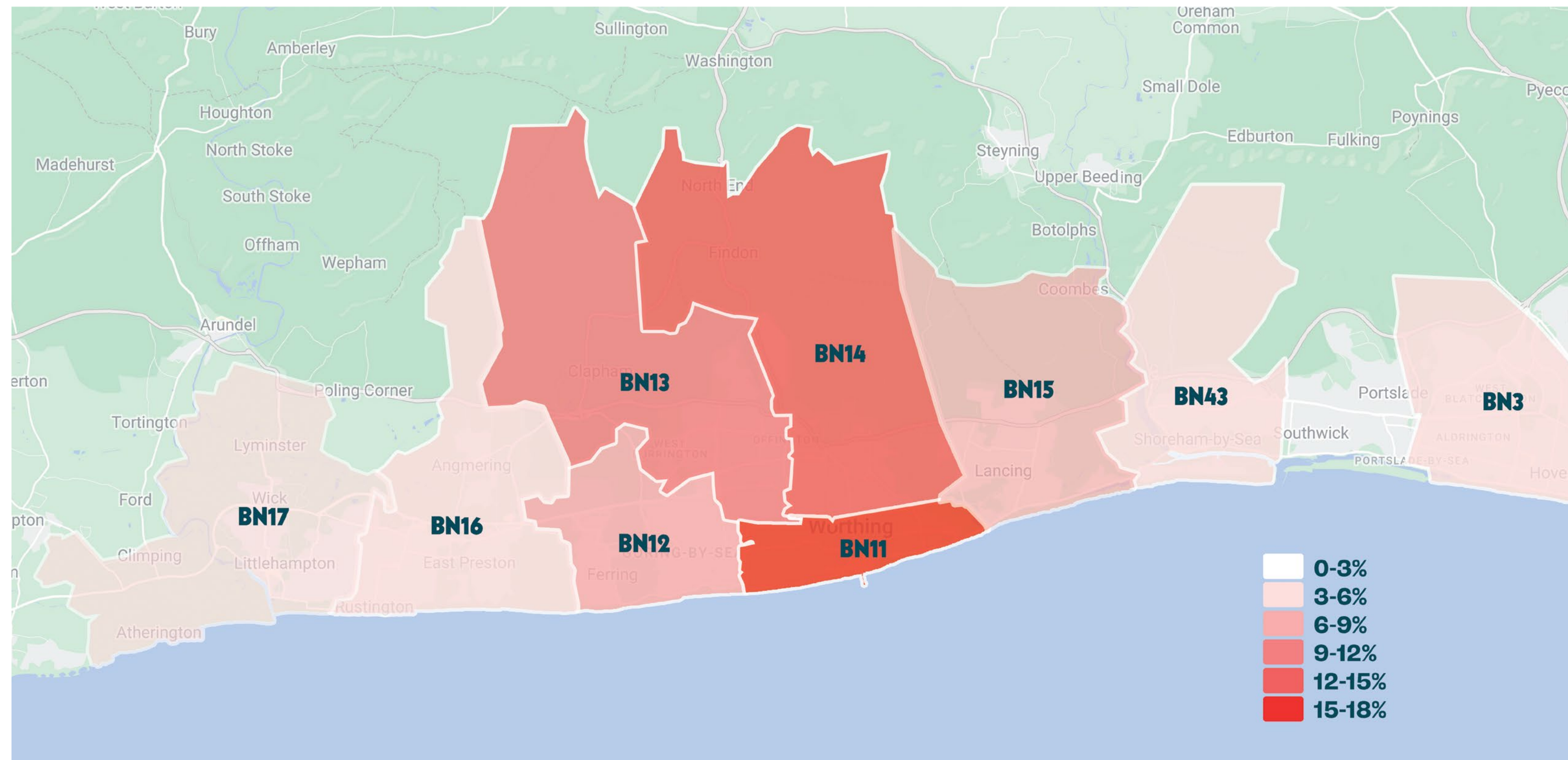
Volunteering opportunities have always been important to WTM and we worked to stay connected to our Volunteers during the lockdown with our staff organising online socials and video quiz nights. Volunteering is an important social activity and can enable people to build the confidence needed to start or return to work. We are proud to have supported 32 regular Front of House and 9 Museum volunteers, with up to 30 more on an ad-hoc basis.





WTM has focused on delivering a service that engages our audiences, both existing and potential by collecting relevant data about our community to inform our planning and programming. During 2021/22 we had 116k tickets sold, with the majority of our audiences coming from the local area and 50% of our bookers living within a 3km radius of the Connaught Theatre. We reached 48,202 followers across all our social media channels and shared our new website content across an ever wider geographical area, with 3.3million page views this year.

## Postcode Map with percentage of 21/22 bookings





The challenges of the pandemic from 20/21 continued into 21/22. Restrictions were lifted in July 2021, so we were able to open our doors earlier than anticipated. As a result of this and a successful pantomime season, we finished the year with £268K more income than budget.

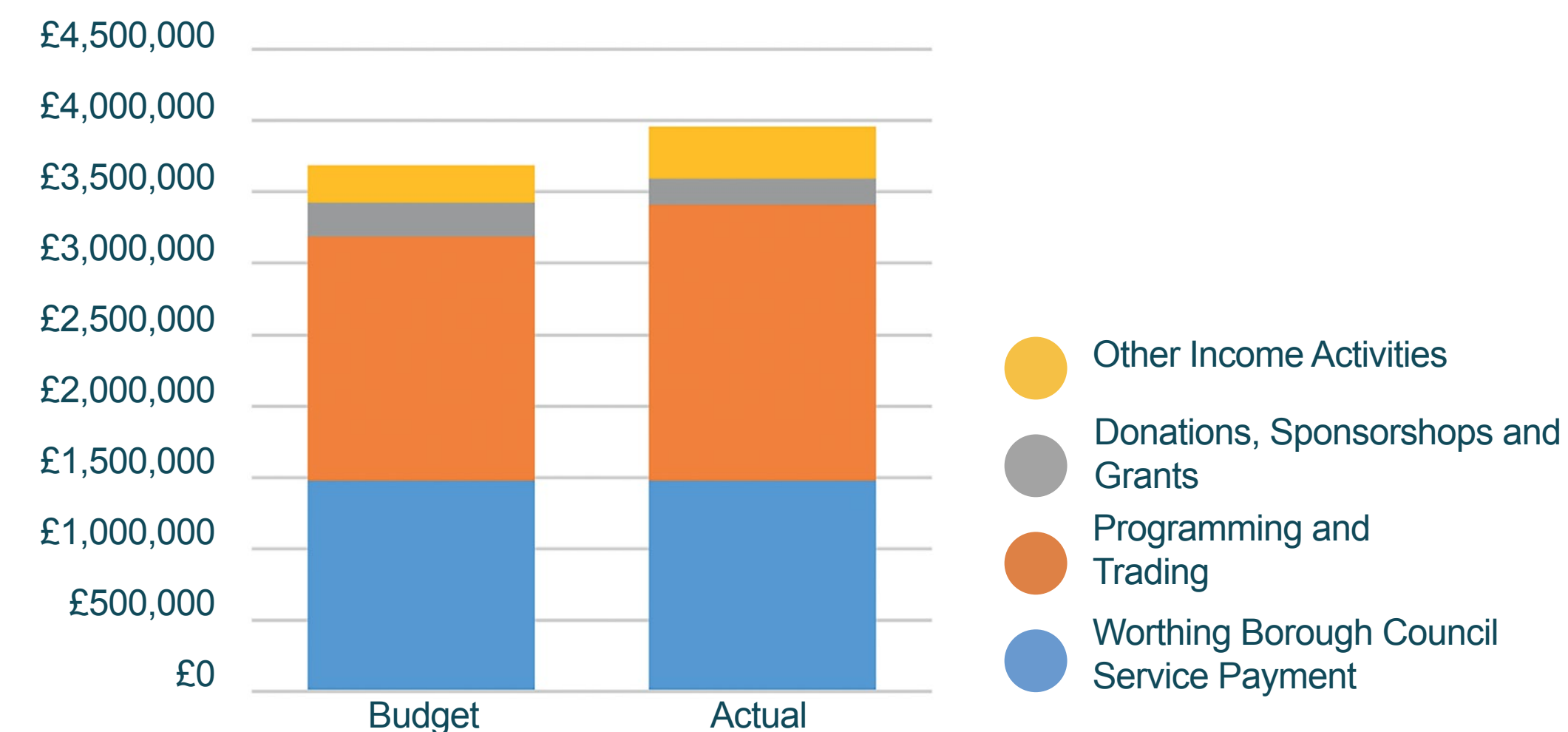
We continued to maximise the benefit of the Job Retention (Furlough) Scheme until September 2021 and also continued to receive Local Authority Hospitality Grants.

In addition to the unrestricted income and expenditure shown, we received and spent Arts Council England (ACE) restricted grants from their Culture Recovery Funds of £196K. These funds allowed us to reopen our venues safely, improve accessibility and increase audience awareness. We also received an ACE grant to support our summer Spin Out programme of £29K.

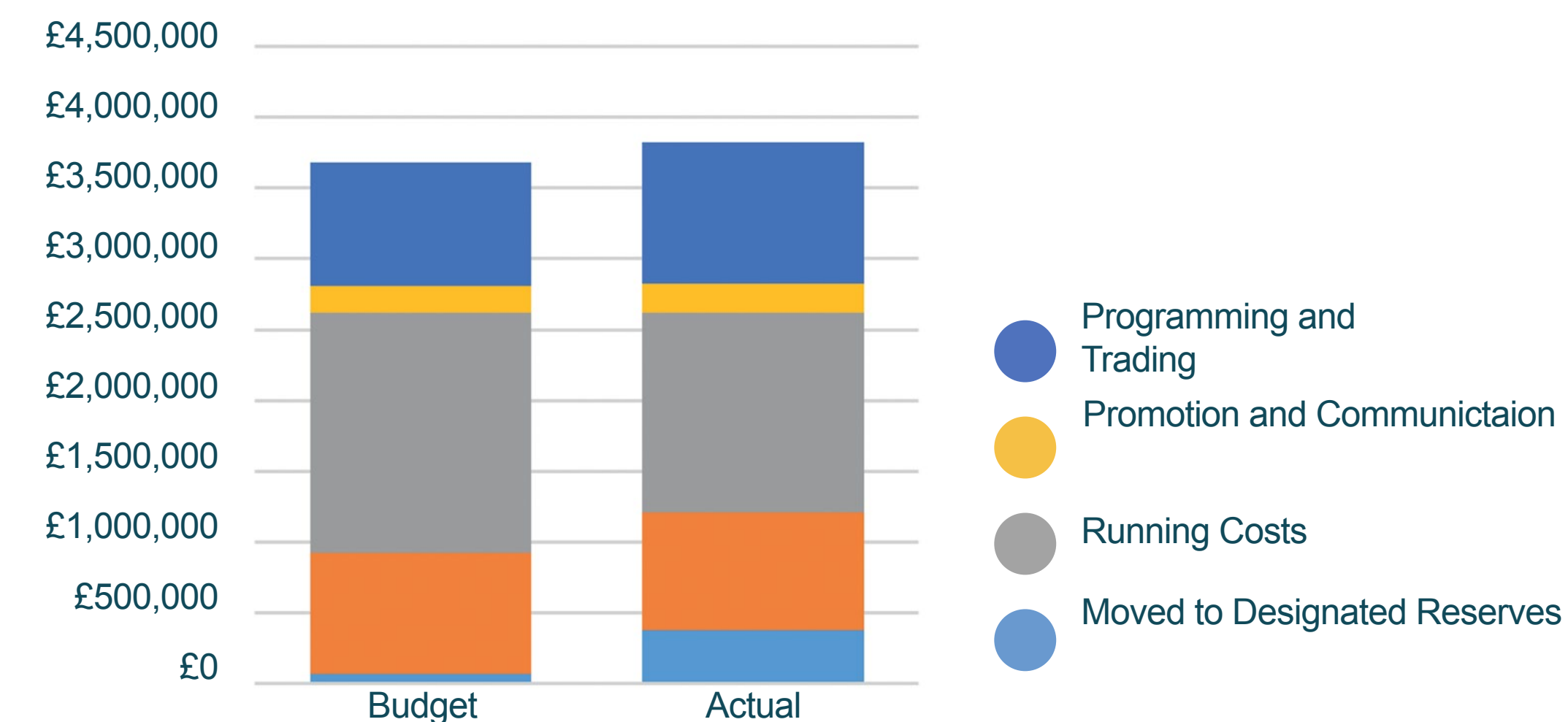
At the end of the financial year, we were able to move £379K to designated reserves and leave a surplus of £148K. This left us with a balance of designated reserves at the year end of £1,044K and a balance of free reserves of £263K.

These reserves will be crucial moving into 2022/23 when we will no longer benefit from pandemic related financial support.

## 2021/22 Unrestricted Income



## 2021/22 Unrestricted Expenditure





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 ongoing challenges.

We have once again been overwhelmed by the generosity of our audiences over the past twelve months. We have received support in many ways, including patrons' donations and gift aid, and supporters joining our membership scheme.

We were thrilled to receive support from the government's Culture Recovery Fund rounds 2 & 3. We were also grateful for receiving a grant from Arts Council England towards the annual outdoor season Spin Out.

Our Museum benefitted from grants from the Institute of Conservations and also the Royal Pavilion Innovate to Generate Fund.

We would also like to thank local business partners and individuals who sponsored our initiative to provide tickets for our pantomime to allow low-income families to attend the show. In addition, we secured contributions from WBC and Worthing Town Centre Initiative for Spin Out. Finally, we utilised the contribution received from Worthing Borough Council in 2020/21 in support of the production of *Love Through Double Glazing* which was performed in four local care homes.







WTM has a committed and talented board of Trustees and Trading Subsidiary Directors 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.

## Board of Trustees

Peter Cadwallader (Chair)  
 Scott Marshall (Vice Chair)  
 Cepta Kelly  
 Louise Burgess  
 Andrew Comben  
 Simon Parsonage  
 Helen Persson-Swain  
 Julie Kapsalis  
 Dr James Broomfield (resigned 9th July 2022)  
 Tim Hague (resigned 11th January 2022)  
 Sarah Fitzgerald (Appointed 16th May 2022)  
 Alison Lapper MBE (Appointed 20th April 2022)

## Trading Subsidiary Directors

Andy Sparsis (Chair)  
 Peter Cadwallader  
 Tim Hague (resigned 11th January 2022)

## Executive Team

Amanda O'Reilly - CEO & Creative Director  
 Jill Stewart - Executive Director (Company Secretary)

## Senior Management Team

Rachel Ward - Head of Customer Experience  
 Gerry Connolly - Head of Museum and Exhibitions  
 Gemma Curtis - Head of Programming  
 Bernard Dodds - Head of Finance  
 Matthew Pike - Head of Technical, Buildings and Production  
 Pamela Kent - Head of Marketing and Development

## Thank you:

Worthing Borough Council who continued to support WTM throughout the pandemic

The 7,700 people who made an individual donation this year

## Our local business sponsors:

Caffyns Audi, Roffey Homes, The Fish Factory, Port Hotel Eastbourne Ltd, Shoreham Port Authority, Nationwide, Lancing College Preparatory School, Jacobs Steel, South Downs Education Trust, Heavy Gretel and Egalite Care, Carpenter Box, Worthing Scouts and Worthing Gin.

Arts Council England, National Lottery Heritage Fund, British Film Institute, Clothworkers' Foundation, Theatres Trust, Worthing Town Centre Initiative, Time for Worthing, Google