

NORWICH | **THEATRE** | ROYAL

ANNUAL SURVEY

2010/2011

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INTRODUCTION

We've published these Surveys every year since 1993.

Why?

In the early days one of its purposes was to provide local authorities with grounds for supporting us. The more ratepayers who attended the Theatre Royal, we reasoned, the greater our leverage in the annual submission for financial support.

The Survey also helped us to understand, by taking an annual snapshot of trends, who was buying our tickets, what they were spending, and on what, and in particular whether the Friends were spending more or less, and average prices paid measured against average prices asked.

The gritty reality of selling tickets depends on knowing who's buying them. The advent of computerised box offices with their emphasis on gathering data meant that we could dig far deeper into our customers' buying patterns than had been possible with manual box offices. We felt it was necessary to demonstrate our expertise.

We also wanted to build up a library of knowledge, not just about ticket buying trends but also about the shows themselves, and their effects on our overall financial performance. Which kinds of shows generated the most income? Which ones were most advantageous in other ways for the Theatre Royal? What did each year look and feel like? What are the lessons each year teaches?

We also find immensely valuable the independent survey taken by the Theatre Royal Nottingham, which each year asks a range of comparable theatres to report on some broad indicators of performance. We like measuring ourselves against our peers. Without that discipline we would not be able to point to the rewards of the 2007 modernisation in terms of the front of house sales.

Underlying all of these factors was a deep feeling that our stakeholders – not just our customers and funders, but the press, the politicians, Friends and Corporate Club members, and even some of our own colleagues - don't comprehend the attention to detail and hard work that protects the flame that burns on stage.

So with all this in mind we set out to produce an account of each year that pulls together the measurable strings of each twelve-month accounting period.

Let me draw your attention to a few figures that seem to me significant:

Page 11 – we sold more tickets to more productions. The reason for this is that we only had – apart from the pantomime – one production (HAIRSPRAY) that lasted for more than a fortnight.

Page 12 – we hosted more dance and quality drama than previous years

Pages 18 – we sold 76% of our tickets, and achieved 69% of financial capacity. The 9% gap is explained by discounts and concessions. Ideally the gap should be below 10% (in the West End the gap last year was dangerously over 22%).

Page 15 - percentage of internet sales is a new measure for us, and one which we will continue to take a keen interest for obvious reasons

Page 21 – the gradient in price band occupation is holding steady. We're particularly pleased that the lowest price band played to 97% over the year, since that's where people get the taste for theatre.

Page 23 – we aimed to retain £1.664 million from ticket sales; we actually retained £1.650 million, a difference of 0.8%. It's good to know that our aim is reliable.

Page 26 – apart from a curious inability to register any sales at all in one postal district in North Norfolk, we can accurately claim to be a resource for the whole of East Anglia.

Pages 32 – 37 – our relationship with our Friends, as evidenced by the growing numbers and the values of subscriptions and sales, appears to be healthy. This is a crucial indicator.

Page 39 – Corporate Club takeup of their discounted and priority seats remains steady.

Page 42 – the 'value' of concessions is returning to previous high levels, helped largely by an increase in the offer to young people.

Page 52 – this table is as accurate as it can be given that theatres gauge themselves in different ways. Nevertheless it's the only national measure of synchronic performance. The Theatre Royal comes out of it well, an achievement we watch extremely carefully and are keen to maintain.

Over the years these measurable elements of our work have been joined by elements that are less measurable.

For instance, how do we tally and improve the effect we have on other local arts organisations? Where are the measures by which we can judge the value of our educational work? What is the social impact of the Theatre Royal and its staff in the worlds of Norwich, Norfolk, East Anglia and the United Kingdom?

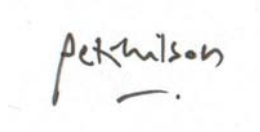
Some of these questions have very simple answers. Most of them don't, which is why we're now publishing a Social Impact Survey to sit alongside the economic one. Its measures will also shift down the years, and it will give us a wider evaluation of our place.

As I've said before, I'm not so big a fool as to imagine that these Surveys will be as riveting to any third party as they are to us. But over the years they have built up a picture of Norwich Theatre Royal seen from as many angles as we can reasonably occupy.

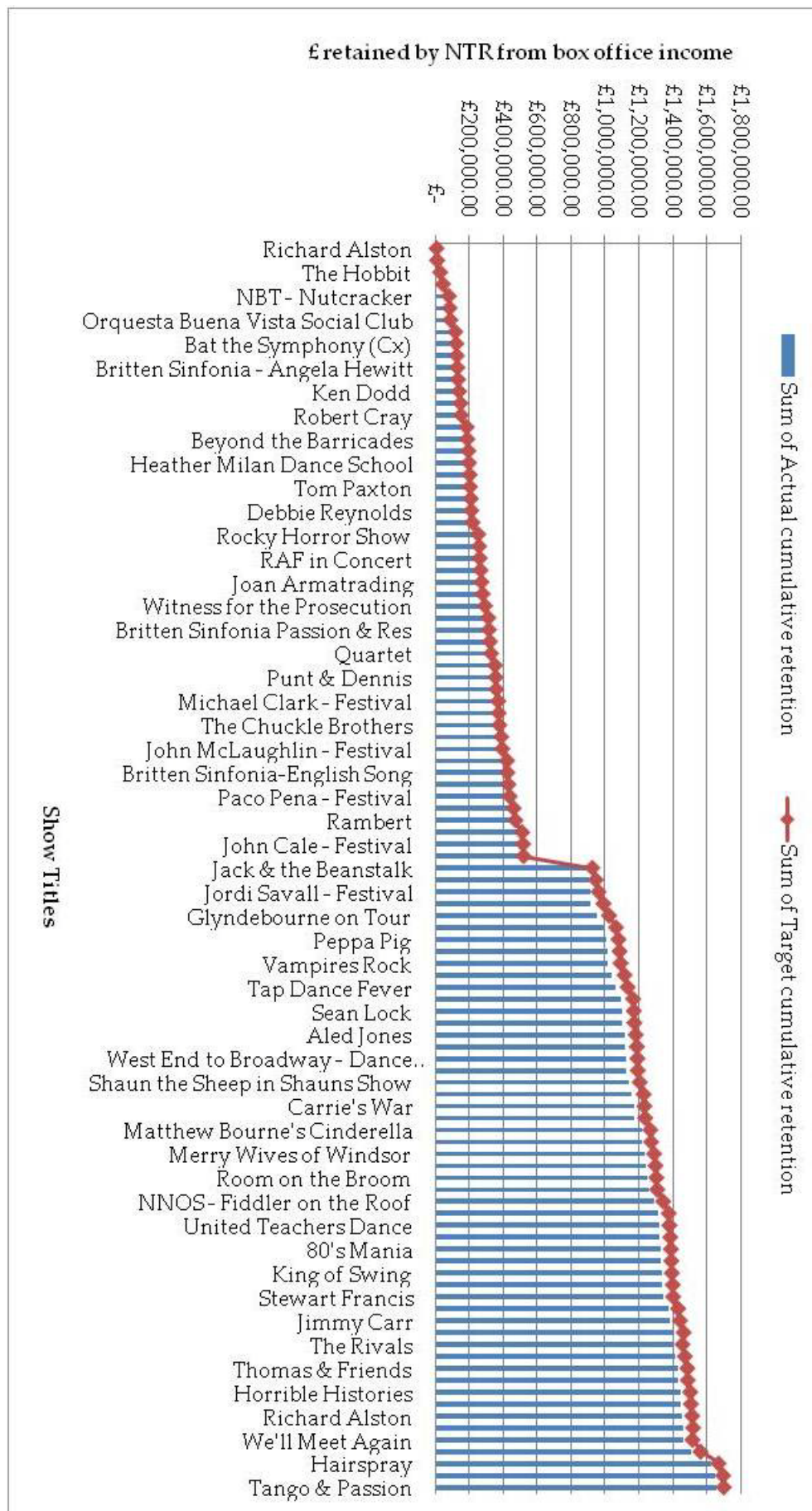
We've often expressed – and every day display - our belief in the fundamental human value of the arts.

So whenever and wherever the question is asked, "What is the value of theatre?", I hope that these Annual Surveys will provide some of the answers.

Peter Wilson

A handwritten signature in black ink that reads "Peter Wilson" with a horizontal line underneath.

Peter Wilson MBE DL
Chief Executive
November 2011



This chart does not include the Norfolk Schools Project performances or Studio Theatre performances.

TICKET SALES

- List of Productions and Event Types 2010/2011
- Number of Ticket Sales, Performances and Productions – three-year comparison
- Number of Performances by Event Type – three-year comparison
- Number of Productions by Event Type – three-year comparison
- Seat Occupancy by Event Type – three-year comparison
- Source of Ticket Sales by Quantity and Value
- Average Price Paid by Event Type – three-year comparison
- Average Price Asked Against Average Price Paid by Event Type – 2010/2011
- Potential Value Against Actual Value Sold by Event Type – 2010/2011
- Potential Occupancy Against Actual Number of Tickets Sold – 2010/2011
- Seat Occupancy – comparison with previous year
- Price Band Analysis – three-year comparison
- Comparative Annual Ticket Sales – from 1983/1984 to present
- Target and Actual Box Office Income Retained by the Theatre Royal by Event Type – 2010/2011

LIST OF PRODUCTIONS AND EVENT TYPES – 2010/2011

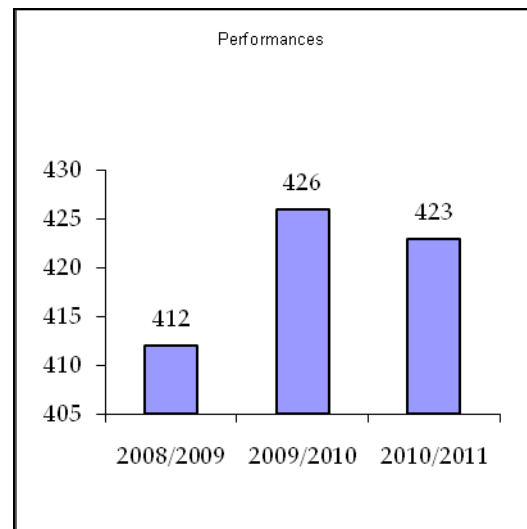
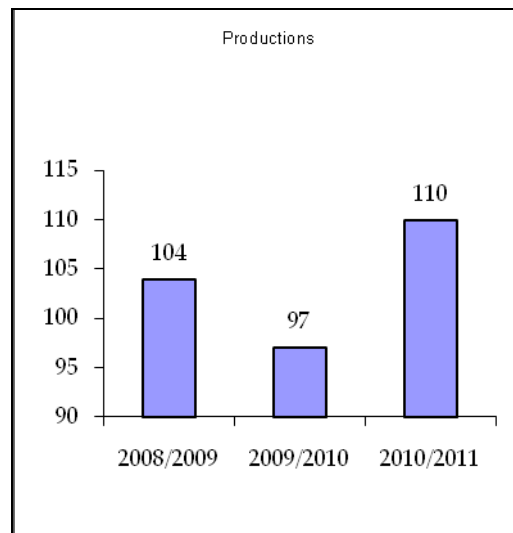
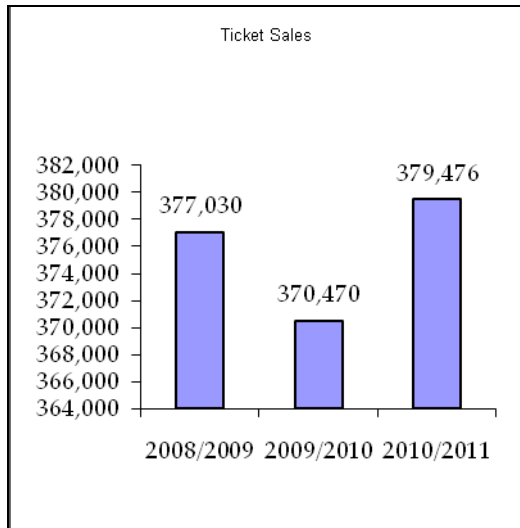
Start Date	End	Num Perfs	Title	Type
30-Mar-10	31-Mar-10	2	Richard Alston Dance Company 2010	Dance
01-Apr-10	01-Apr-10	1	Bjorn Again 2010	Concerts
02-Apr-10	02-Apr-10	1	Dennis Locorriere	Personality Concerts
03-Apr-10	03-Apr-10	1	Colin Fry 2010	Personality Concerts
06-Apr-10	10-Apr-10	5	Sweeney Todd 2010	Studio
07-Apr-10	07-Apr-10	1	Debbie Reynolds	Personality Concerts
08-Apr-10	08-Apr-10	1	Joan Armatrading 2010	Personality Concerts
09-Apr-10	09-Apr-10	1	Passion & Resurrection	Big Band Orchestral
10-Apr-10	10-Apr-10	1	Dara O'Briain 2010	Standup Comedy
11-Apr-10	11-Apr-10	2	The Chuckle Brothers 2010	Family Children
12-Apr-10	13-Apr-10	2	English Touring Opera	Opera
17-Apr-10	18-Apr-10	5	Peppa Pig's Party	Family Children
19-Apr-10	24-Apr-10	8	The 39 Steps	Quality Drama
27-Apr-10	27-Apr-10	7	Peter Pan 2010	Dance
03-May-10	03-May-10	1	The Hairy Bikers Big Night Out	Personality Concerts
07-May-10	07-May-10	1	The Glare	Personality Concerts
08-May-10	08-May-10	1	les ballets C de la B	Dance
09-May-10	09-May-10	1	Camille O'Sullivan 2010	Personality Concerts
10-May-10	11-May-10	2	Michael Clark Company	Dance
12-May-10	12-May-10	1	John McLaughlin	Personality Concerts
13-May-10	13-May-10	1	Flamenco Sin Fronteras	Dance
14-May-10	14-May-10	1	John Cale	Personality Concerts
15-May-10	15-May-10	1	Jordi Savall 2010	Big Band Orchestral
17-May-10	18-May-10	3	A Night Out with Tommy Cooper	Popular Comedy Drama
19-May-10	22-May-10	6	Tap Dance Fever	Dance
23-May-10	23-May-10	2	Solid Silver Sixties 2010	Concerts
24-May-10	29-May-10	8	The History Boys 2010	Quality Drama
30-May-10	30-May-10	1	Derek Acorah 2010	Personality Concerts
30-May-10	30-May-10	1	We'll Meet Again 2010	Concerts
01-Jun-10	05-Jun-10	8	The Hobbit	Quality Drama
06-Jun-10	06-Jun-10	2	The Little Big Club	Family Children
07-Jun-10	12-Jun-10	8	The Rocky Horror Show 2010	Musicals
15-Jun-10	19-Jun-10	7	Snow White on Ice	Dance
20-Jun-10	20-Jun-10	2	West End to Broadway	Amateur
21-Jun-10	26-Jun-10	8	The Woman in Black	Quality Drama
27-Jun-10	28-Jun-10	2	Jimmy Carr - Rapier Wit	Standup Comedy
29-Jun-10	29-Jun-10	1	The Journey of The Torch	Amateur
02-Jul-10	03-Jul-10	3	Sleeping Beauty 2010	Dance
02-Jul-10	02-Jul-10	1	Sleeping Beauty Dress Rehearsal	Dance
04-Jul-10	04-Jul-10	1	Robert Cray Band + support	Personality Concerts

06-Jul-10	06-Jul-10	1	Tom Paxton 2010	Personality Concerts
12-Jul-10	17-Jul-10	8	Whistle Down The Wind 2010	Musicals
15-Jul-10	17-Jul-10	3	Farndale Murder Mystery	Studio
19-Jul-10	24-Jul-10	8	Calendar Girls 2010	Popular Comedy Drama
25-Jul-10	25-Jul-10	1	One Night of Queen 2010	Concerts
28-Jul-10	31-Jul-10	5	The Adventures of Robinson Crusoe	Family Children
03-Aug-10	07-Aug-10	8	Man in the Mirror	Musicals
09-Aug-10	14-Aug-10	8	Quartet	Quality Drama
31-Aug-10	04-Sep-10	7	Dancing Queen	Musicals
09-Sep-10	11-Sep-10	4	Matthew Bourne's Swan Lake	Dance
14-Sep-10	18-Sep-10	8	Oklahoma	Musicals
19-Sep-10	19-Sep-10	1	Sean Lock - Lockipedia	Standup Comedy
21-Sep-10	25-Sep-10	8	Carrie's War	Quality Drama
23-Sep-10	25-Sep-10	4	Room on the Broom	Family Children
26-Sep-10	26-Sep-10	1	That'll Be The Day 2010	Concerts
27-Sep-10	02-Oct-10	8	The Rivals	Quality Drama
03-Oct-10	03-Oct-10	1	The Ken Dodd Happiness Show 2010	Standup Comedy
04-Oct-10	09-Oct-10	8	Spamalot	Musicals
10-Oct-10	10-Oct-10	1	Charlie Landsborough 2010	Personality Concerts
13-Oct-10	15-Oct-10	4	Rambert Dance Company 2010	Dance
17-Oct-10	17-Oct-10	1	Vampires Rock 2010	Concerts
19-Oct-10	19-Oct-10	1	Jane McDonald	Personality Concerts
20-Oct-10	20-Oct-10	1	James MacMillan	Big Band Orchestral
21-Oct-10	21-Oct-10	1	Supertroupers 2010	Concerts
22-Oct-10	22-Oct-10	1	Simply Big Band	Big Band Orchestral
23-Oct-10	23-Oct-10	1	The Hollies 2010	Personality Concerts
24-Oct-10	24-Oct-10	1	UTD presents Dance 2010	Amateur
25-Oct-10	25-Oct-10	1	80's Mania	Concerts
26-Oct-10	26-Oct-10	1	Stewart Francis 2010	Standup Comedy
27-Oct-10	27-Oct-10	1	Nils Lofgren	Personality Concerts
29-Oct-10	30-Oct-10	5	Thomas & Friends 2010	Family Children
31-Oct-10	31-Oct-10	1	Tango Pasion	Dance
02-Nov-10	06-Nov-10	7	The Nutcracker 2010	Dance
07-Nov-10	07-Nov-10	1	The RAF in Concert 2010	Big Band Orchestral
08-Nov-10	13-Nov-10	8	Witness For The Prosecution	Popular Comedy Drama
14-Nov-10	14-Nov-10	1	High School Rocks	Concerts
14-Nov-10	14-Nov-10	1	Norfolk Schools Project - La Cenerentola	NR Schools Project
16-Nov-10	20-Nov-10	5	Glyndebourne On Tour 2010	Opera
23-Nov-10	27-Nov-10	7	The Merry Wives of Windsor	Quality Drama
28-Nov-10	28-Nov-10	1	Mysteries of the Macabre	Big Band Orchestral
30-Nov-10	04-Dec-10	8	Chess	Musicals
05-Dec-10	05-Dec-10	1	Ross Noble 2010	Standup Comedy
09-Dec-10	11-Dec-10	5	Private Peaceful	Studio

14-Dec-10	16-Jan-11	55	Jack & The Beanstalk	Pantomime
16-Dec-10	16-Dec-10	3	The Ash Girl	Studio
19-Dec-10	19-Dec-10	1	Aled Jones in Concert	Personality Concerts
05-Jan-11	05-Jan-11	1	Beyond The Barricade 2011	Concerts
10-Jan-11	10-Jan-11	1	Punt & Dennis	Standup Comedy
18-Jan-11	22-Jan-11	7	St Petersburg Ballet 2011	Dance
24-Jan-11	29-Jan-11	7	Fiddler on the Roof	Amateur
01-Feb-11	12-Feb-11	17	Hairspray	Musicals
13-Feb-11	13-Feb-11	1	English Song	Big Band Orchestral
15-Feb-11	19-Feb-11	7	Propeller 2011	Quality Drama
20-Feb-11	20-Feb-11	1	An Audience with Sally Morgan 2011	Personality Concerts
21-Feb-11	24-Feb-11	6	Shaun the Sheep	Family Children
26-Feb-11	26-Feb-11	1	The Kings of Swing	Big Band Orchestral
01-Mar-11	02-Mar-11	2	Richard Alston Dance Company 2011	Dance
04-Mar-11	05-Mar-11	2	Jethro 2011	Standup Comedy
06-Mar-11	06-Mar-11	2	The Storyteller	Dance
07-Mar-11	07-Mar-11	1	Paul Carrack 2011	Personality Concerts
08-Mar-11	08-Mar-11	1	Lenny Henry In Cradle to Rave	Standup Comedy
09-Mar-11	09-Mar-11	7	Goodnight Mister Tom	Quality Drama
13-Mar-11	13-Mar-11	1	That'll Be the Day 2011	Concerts
15-Mar-11	19-Mar-11	8	Avenue Q	Musicals
22-Mar-11	26-Mar-11	7	Matthew Bourne's Cinderella	Dance
27-Mar-11	27-Mar-11	1	Norfolk Schools Project - Gianni Schicchi	NR Schools Project
28-Mar-11	01-Apr-11	8	Horrible Histories 2011	Family Children
31-Mar-11	02-Apr-11	3	DNA	Studio
02-Apr-11	02-Apr-11	1	Orquesta Buena Vista Social Club	Personality Concerts
03-Apr-11	03-Apr-11	1	Angela Hewitt	Big Band Orchestral

NUMBER OF TICKET SALES, PERFORMANCES AND PRODUCTIONS – three-year comparison

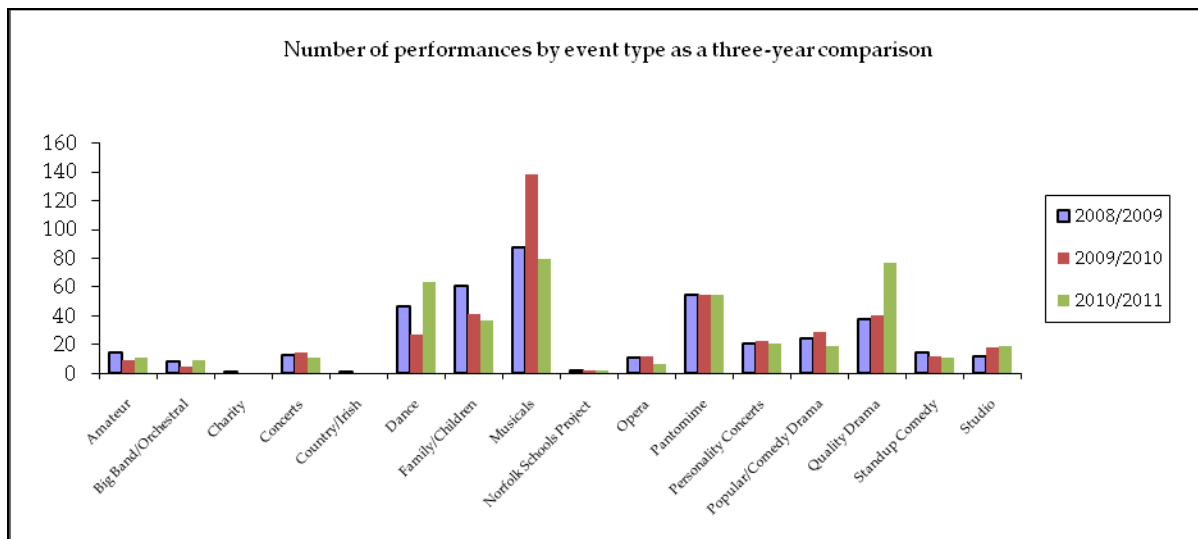
This section of the report looks at the number of tickets sold, the number of performances and the number of productions for each of the three years under review.



NUMBER OF PERFORMANCES BY EVENT TYPE – three-year comparison

This page shows the number of performances per year by event type.

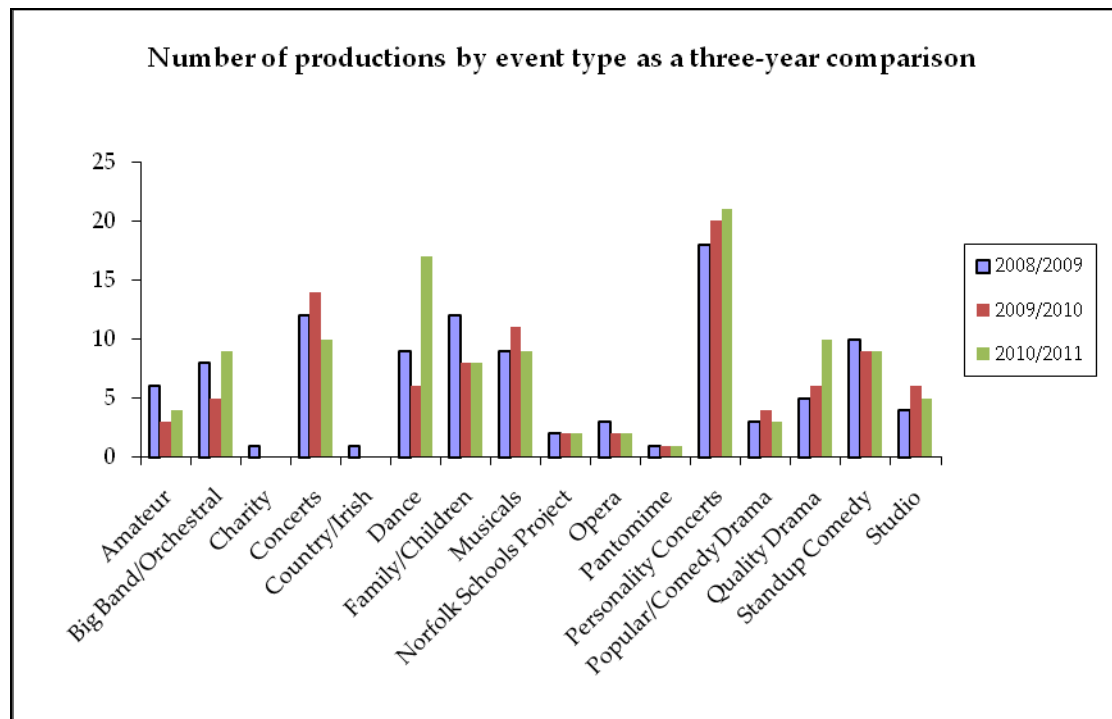
Event Type	2008/2009	2009/2010	2010/2011
Amateur	15	9	11
Big Band/Orchestral	8	5	9
Charity	1	0	0
Concerts	13	15	11
Country/Irish	1	0	0
Dance	47	27	64
Family/Children	61	41	37
Musicals	88	138	80
Norfolk Schools Project	2	2	2
Opera	11	12	7
Pantomime	55	55	55
Personality Concerts	21	23	21
Popular/Comedy Drama	24	29	19
Quality Drama	38	40	77
Standup Comedy	15	12	11
Studio	12	18	19
Grand Total	412	426	423



NUMBER OF PRODUCTIONS BY EVENT TYPE – three-year comparison

This page shows the number of productions per year by event type.

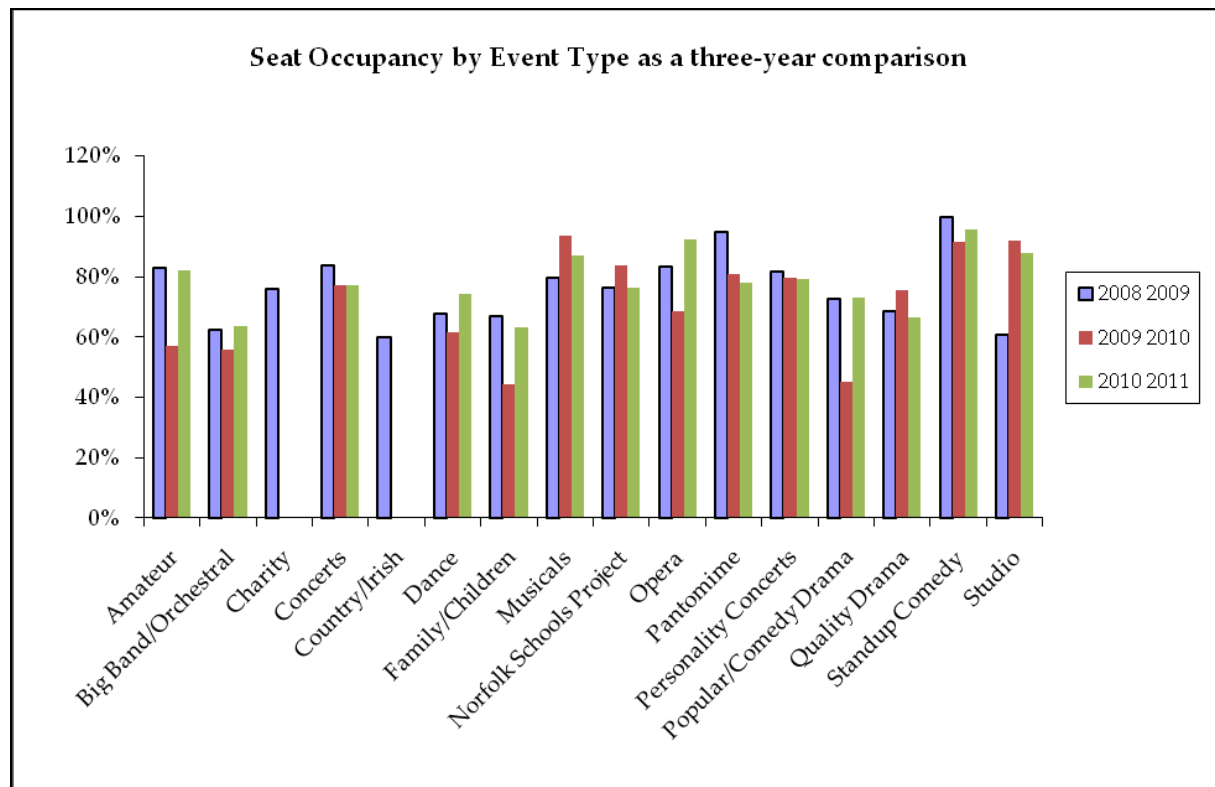
Event Type	2008/2009	2009/2010	2010/2011
Amateur	6	3	4
Big Band/Orchestral	8	5	9
Charity	1	0	0
Concerts	12	14	10
Country/Irish	1	0	0
Dance	9	6	17
Family/Children	12	8	8
Musicals	9	11	9
Norfolk Schools Project	2	2	2
Opera	3	2	2
Pantomime	1	1	1
Personality Concerts	18	20	21
Popular/Comedy Drama	3	4	3
Quality Drama	5	6	10
Standup Comedy	10	9	9
Studio	4	6	5
Grand Total	104	97	110



SEAT OCCUPANCY BY EVENT TYPE – three-year comparison

The following table shows the percentage occupancy broken down by event type as a comparison between the last three years.

Event Type	2008/2009	2009/2010	2010/2011
Amateur	83%	57%	82%
Big Band/Orchestral	62%	56%	64%
Charity	76%	N/A	N/A
Concerts	84%	77%	77%
Country/Irish	60%	N/A	N/A
Dance	68%	62%	74%
Family/Children	67%	44%	63%
Musicals	80%	93%	87%
Norfolk Schools Project	76%	84%	76%
Opera	83%	68%	92%
Pantomime	95%	81%	78%
Personality Concerts	82%	80%	79%
Popular/Comedy Drama	73%	45%	73%
Quality Drama	68%	76%	67%
Standup Comedy	100%	92%	96%
Studio	61%	92%	88%
Average per event type	78%	72%	78%



SOURCE OF TICKET SALES – Quantity

Type	Internet	Phone Sales	Other (In person, post, fax)
Amateur	27.96%	29.38%	42.66%
Big Band Orchestral	25.04%	31.67%	43.29%
Concerts	32.28%	34.01%	33.71%
Dance	28.32%	36.17%	35.52%
Family Children	29.48%	43.81%	26.71%
Musicals	36.73%	33.78%	29.49%
NR Schools Project	0.00%	5.82%	94.18%
Opera	23.68%	37.36%	38.96%
Pantomime	31.27%	39.44%	29.30%
Personality Concerts	35.74%	33.25%	31.01%
Popular Comedy Drama	32.77%	37.35%	29.88%
Quality Drama	28.56%	37.03%	34.40%
Standup Comedy	49.85%	25.21%	24.94%
Studio	23.72%	31.61%	44.67%
Grand Total	31.91%	35.85%	32.24%

SOURCE OF TICKET SALES – Value

Type	Internet	Phone Sales	Other (In person, post, fax)
Amateur	27.99%	29.54%	42.47%
Big Band Orchestral	28.16%	35.63%	36.21%
Concerts	32.89%	34.57%	32.54%
Dance	30.38%	37.18%	32.44%
Family Children	32.37%	43.15%	24.48%
Musicals	39.14%	33.75%	27.11%
NR Schools Project	0.00%	0.00%	0.00%
Opera	25.16%	38.43%	36.41%
Pantomime	33.08%	40.20%	26.72%
Personality Concerts	37.57%	33.53%	28.90%
Popular Comedy Drama	34.11%	38.36%	27.53%
Quality Drama	30.71%	37.09%	32.20%
Standup Comedy	51.42%	24.93%	23.64%
Studio	26.06%	33.74%	40.19%
Grand Total	34.62%	35.90%	29.48%

AVERAGE PRICE PAID BY EVENT TYPE – three-year comparison

This section looks at the average ticket price paid of each of the event types over the three years in question.

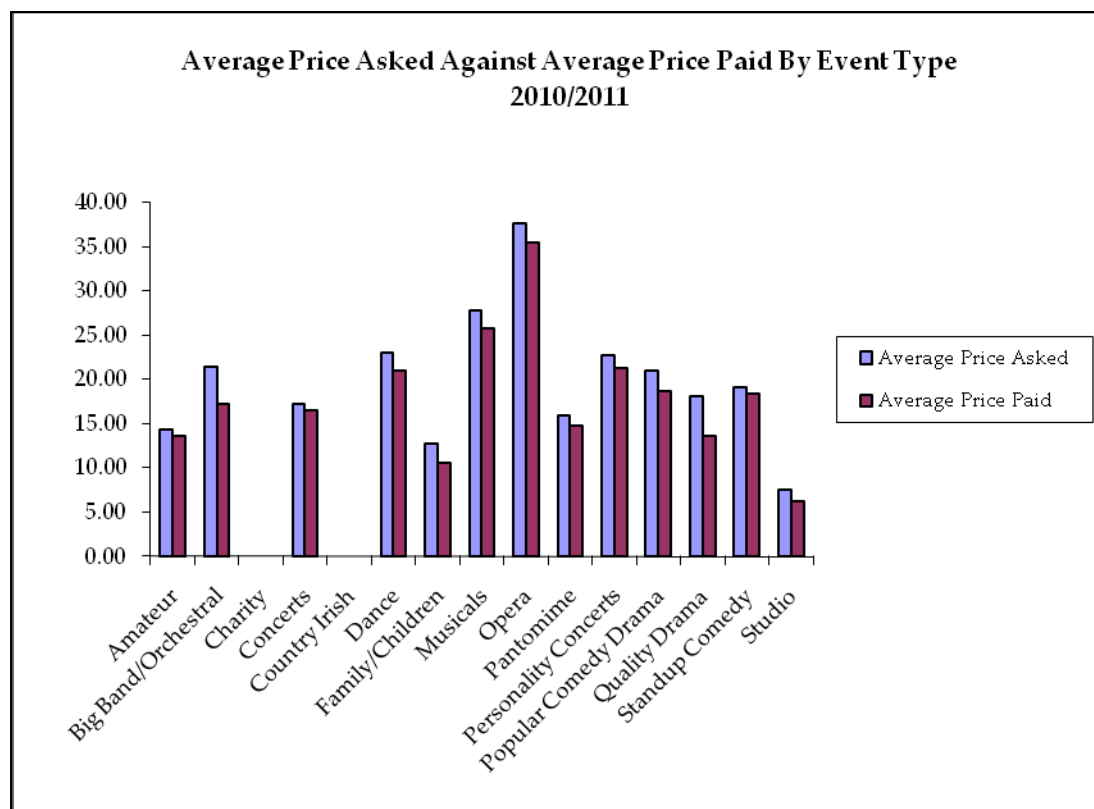
Event Type	2008/2009	2009/2010	2010/2011
Amateur	£12.48	£13.16	£13.58
Big Band/Orchestral	£25.17	£15.30	£17.18
Charity	£16.03	N/A	N/A
Concerts	£17.96	£17.29	£16.49
Country/Irish	£18.76	N/A	N/A
Dance	£19.43	£18.68	£20.96
Family/Children	£16.45	£13.50	£10.58
Musicals	£34.95	£28.54	£25.81
Opera	£34.34	£28.75	£35.50
Pantomime	£14.19	£14.56	£14.81
Personality Concerts	£20.20	£21.23	£21.19
Popular/Comedy Drama	£19.09	£12.46	£18.60
Quality Drama	£16.27	£16.85	£13.64
Standup Comedy	£26.64	£18.83	£18.36
Studio	£6.06	£5.94	£6.18

Variations in the average price paid are often closely related to specific productions or specific artists coming to the theatre in particular years.

AVERAGE PRICE ASKED AGAINST AVERAGE PRICE PAID BY EVENT TYPE – 2010/2011

The following spreadsheet shows the average price asked for tickets in each event type for 2010/2011 against the average price paid.

Event Type	Average Price Asked	Average Price Paid	Difference	% Difference
Amateur	£14.29	£13.63	£0.67	5%
Big Band/Orchestral	£21.38	£17.18	£4.20	20%
Charity	N/A	N/A	N/A	N/A
Concerts	£17.25	£16.49	£0.76	4%
Country Irish	N/A	N/A	N/A	N/A
Dance	£22.98	£20.96	£2.02	9%
Family/Children	£12.66	£10.58	£2.09	16%
Musicals	£27.70	£25.81	£1.89	7%
Opera	£37.55	£35.50	£2.05	5%
Pantomime	£15.98	£14.81	£1.16	7%
Personality Concerts	£22.68	£21.19	£1.49	7%
Popular Comedy Drama	£20.95	£18.60	£2.34	11%
Quality Drama	£18.06	£13.64	£4.42	24%
Standup Comedy	£19.10	£18.36	£0.74	4%
Studio	£7.50	£6.18	£1.32	18%

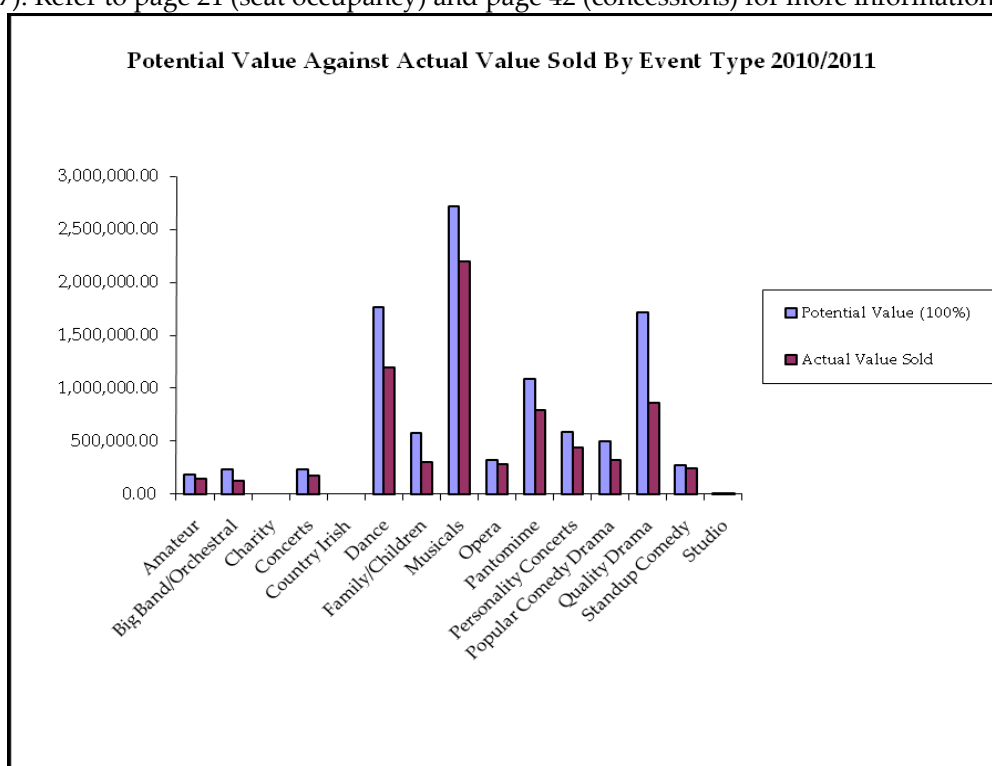


POTENTIAL VALUE AGAINST ACTUAL VALUE SOLD BY EVENT TYPE – 2010/2011

The following spreadsheet shows the potential value of tickets in each event type for 2010/2011 against the actual value sold.

Event Type	Potential Value (100%)	Actual Value Sold	Actual Value as %	Difference	% Difference
Amateur	£188,298	£148,200	79%	£40,097	21%
Big Band/Orchestral	£239,074	£122,274	51%	£116,799	49%
Charity	N/A	N/A	N/A	N/A	N/A
Concerts	£234,969	£173,554	74%	£61,415	26%
Country Irish	N/A	N/A	N/A	N/A	N/A
Dance	£1,764,659	£1,197,100	68%	£567,558	32%
Family/Children	£582,166	£308,320	53%	£273,846	47%
Musicals	£2,714,078	£2,199,119	81%	£514,959	19%
Opera	£326,240	£285,023	87%	£41,216	13%
Pantomime	£1,090,864	£789,910	72%	£300,953	28%
Personality Concerts	£589,159	£436,882	74%	£152,276	26%
Popular Comedy Drama	£503,168	£326,920	65%	£176,247	35%
Quality Drama	£1,713,955	£861,009	50%	£852,945	50%
Standup Comedy	£269,708	£248,070	92%	£21,637	8%
Studio	£12,000	£8,696	72%	£3,303	28%
Grand Total	£10,228,341	£7,105,082	69%	£3,123,259*	31%

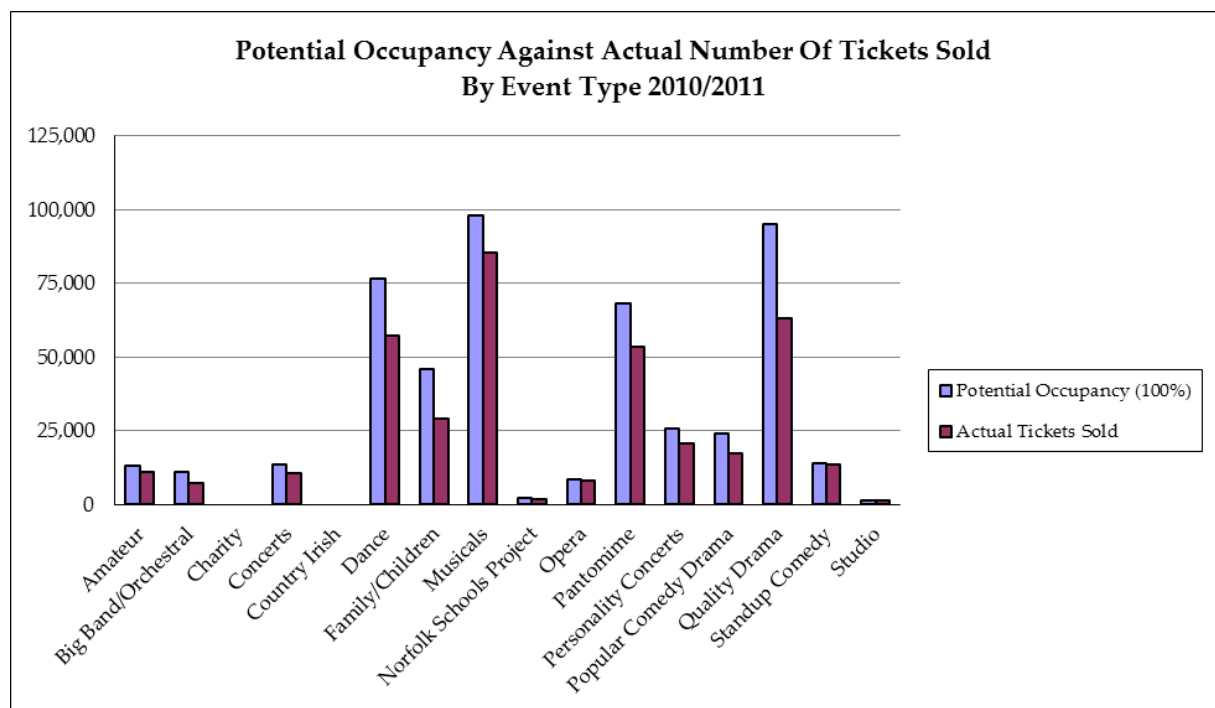
* The total monetary difference is made up of total unsold (£2,198,031) and total concessions (£925,227). Refer to page 21 (seat occupancy) and page 42 (concessions) for more information.



POTENTIAL OCCUPANCY AGAINST ACTUAL OCCUPANCY SOLD BY EVENT TYPE – 2010/2011

The following spreadsheet shows the potential occupancy of tickets in each event type for 2010/2011 against the actual number of tickets sold.

Event Type	Potential Occupancy (100%)	Actual Tickets Sold	Actual Occupancy as %	Difference	% Difference
Amateur	13,268	10,915	82%	2,353	18%
Big Band/Orchestral	11,184	7,118	64%	4,066	36%
Charity	n/a	n/a	n/a	n/a	n/a
Concerts	13,618	10,524	77%	3,094	23%
Country Irish	n/a	n/a	n/a	n/a	n/a
Dance	76,799	57,114	74%	19,685	26%
Family/Children	45,969	29,144	63%	16,825	37%
Musicals	97,971	85,205	87%	12,766	13%
Norfolk Schools Project	2,454	1,871	76%	583	24%
Opera	8,689	8,029	92%	660	8%
Pantomime	68,285	53,320	78%	14,965	22%
Personality Concerts	25,976	20,617	79%	5,359	21%
Popular Comedy Drama	24,020	17,572	73%	6,448	27%
Quality Drama	94,897	63,131	67%	31,766	33%
Standup Comedy	14,119	13,508	96%	611	4%
Studio	1,600	1,408	88%	192	12%
Grand Total	498,849	379,476	76%	119,373	24%



SEAT OCCUPANCY – comparison with 09/10

	08/09	08/09 as %	09/10	09/10 as %	10/11	10/11 as %
Productions that played to more than 95% capacity	28	27%	25	26%	27	25%
	08/09	08/09 as %	09/10	09/10 as %	10/11	10/11 as %
Performances that played to more than 95% capacity	140	33%	154	36%	142	34%
Performances that sold out	67	16%	76	18%	60	14%

The following table shows the value and quantity of unsold tickets in the past three years:

	08/09	09/10	10/11	% change compared to 09/10
Value of Unsold Tickets	£2,369,952	£2,587,703	£2,198,031	-18%
Quantity of Unsold Tickets	107,406	132,895	119,373	-11%

PRICE BAND ANALYSIS – three-year comparison

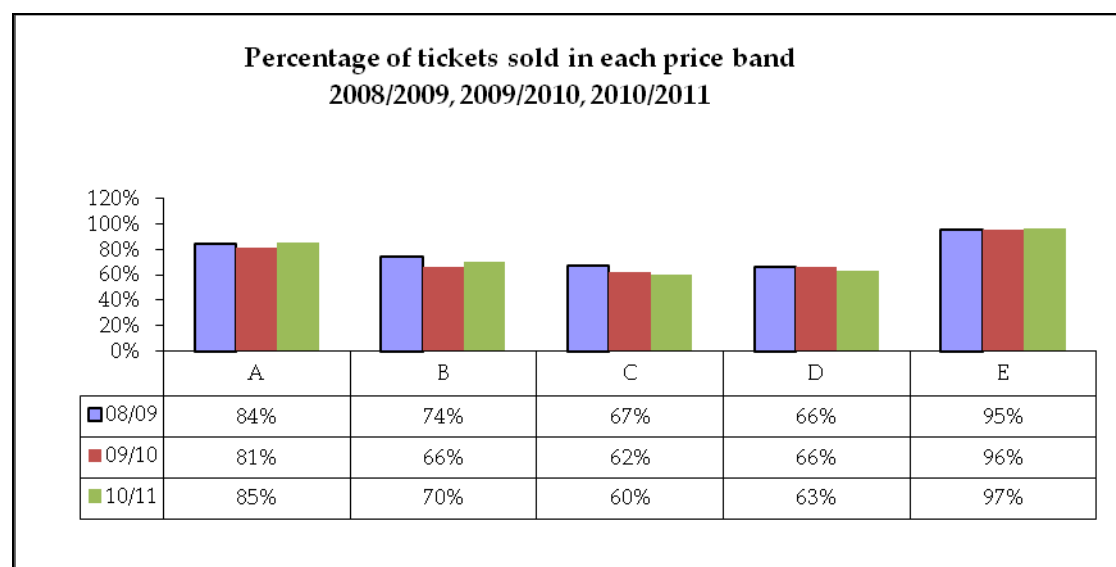
	Price Band	08/09	08/09 as %	09/10	09/10 as %	10/11	10/11 as %
Tickets Sold	A	177,973	84%	180,217	81%	186,469	85%
<i>Average Price Paid</i>		£20.40		£23.50		£20.75	

Tickets Sold	B	95,583	74%	91,836	66%	97,713	70%
<i>Average Price Paid</i>		£18.61		£22.15		£19.27	

Tickets Sold	C	40,863	67%	41,437	62%	40,177	60%
<i>Average Price Paid</i>		£17.33		£21.33		£17.99	

Tickets Sold	D	32,568	66%	33,892	66%	32,239	63%
<i>Average Price Paid</i>		£14.94		£18.08		£15.60	

Tickets Sold	E	22,742	95%	23,088	96%	22,878	97%
<i>Average Price Paid</i>		£5.49		£5.49		£5.55	



COMPARATIVE ANNUAL TICKET SALES – from 1983/1984 to present

Year	Perfs	Tickets Sold	% Occupancy	Value Sold	Av Price Paid
83/84	439	323,361	56%	£1,096,096	£3.39
84/85	460	323,152	54%	£1,151,432	£3.56
85/86	469	324,207	53%	£1,107,981	£3.42
86/87	473	295,683	49%	£1,097,408	£3.71
87/88	471	318,567	53%	£1,565,507	£4.91
88/89	502	295,171	46%	£1,504,334	£5.10
89/90	468	298,406	50%	£1,896,450	£6.36
Averages 83/84 to 89/90	469	311,221	52%	£1,345,601	£4.32

90/92 Dark
92/93 Incomplete

93/94	430	357,436	64%	£3,764,942	£10.53
94/95	432	397,832	71%	£4,130,708	£10.38
95/96	413	346,886	64%	£3,681,206	£10.61
96/97	415	340,270	64%	£3,694,744	£10.86
97/98	412	349,700	65%	£3,393,566	£9.70
98/99	420	364,121	66%	£3,846,476	£10.56
99/00	422	322,576	60%	£3,215,755	£9.97
00/01	462	345,589	63%	£3,978,751	£11.51
01/02	430	338,373	67%	£4,300,427	£12.71
02/03	423	341,777	66%	£4,373,295	£12.80
03/04	423	343,454	67%	£4,757,337	£13.85
04/05	396	344,568	72%	£4,982,157	£14.46
05/06	423	363,648	71%	£5,544,538	£15.25
06/07	433	376,818	72%	£6,393,306	£16.97
*07/08	195	165,584	78%	£2,713,536	£16.39
08/09	412	377,030	78%	£8,212,576	£19.87
09/10	426	370,470	71%	£7,893,843	£17.65
10/11	423	379,476	76%	£7,105,082	£18.02
Averages 93/94 to 09/10	411	345,867	69%	£4,776,794	£13.45

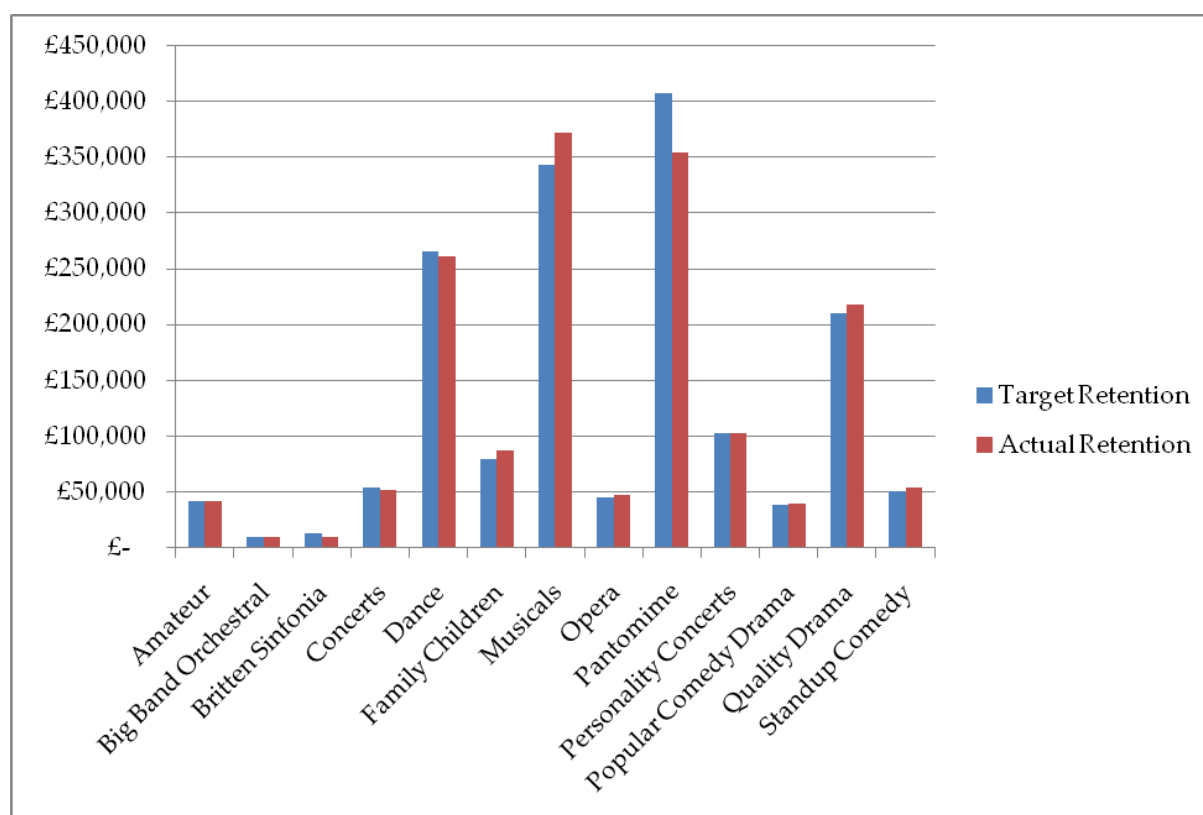
*2007/2008 was not a full trading year being closed April 1 to November 13 due to the building modernisation work.

TARGET AND ACTUAL BOX OFFICE INCOME RETAINED BY THE THEATRE ROYAL BY EVENT TYPE – 2010/2011

This section looks at the target figures for each event type throughout the year and the amount that the theatre actually retained from those event types, once producers’ expenses and credit card charges have been paid.

These figures do not include PRS payments or other internal adjustments.

Event Type	Target retention	Actual retention
Amateur	£42,140	£42,357
Big Band Orchestral	£10,140	£10,152
Britten Sinfonia	£13,103	£9,823
Concerts	£54,580	£52,297
Dance	£265,959	£260,879
Family Children	£79,827	£87,071
Musicals	£343,597	£371,937
Opera	£45,203	£47,842
Pantomime	£406,816	£354,517
Personality Concerts	£103,365	£102,656
Popular Comedy Drama	£38,492	£39,316
Quality Drama	£210,688	£217,581
Standup Comedy	£50,952	£54,332
Grand Total	£1,664,863	£1,650,760



The difference between the actual retention of **£1,650,760** and the target retention of **£1,664,863** is **£14,103** (less than 1%)

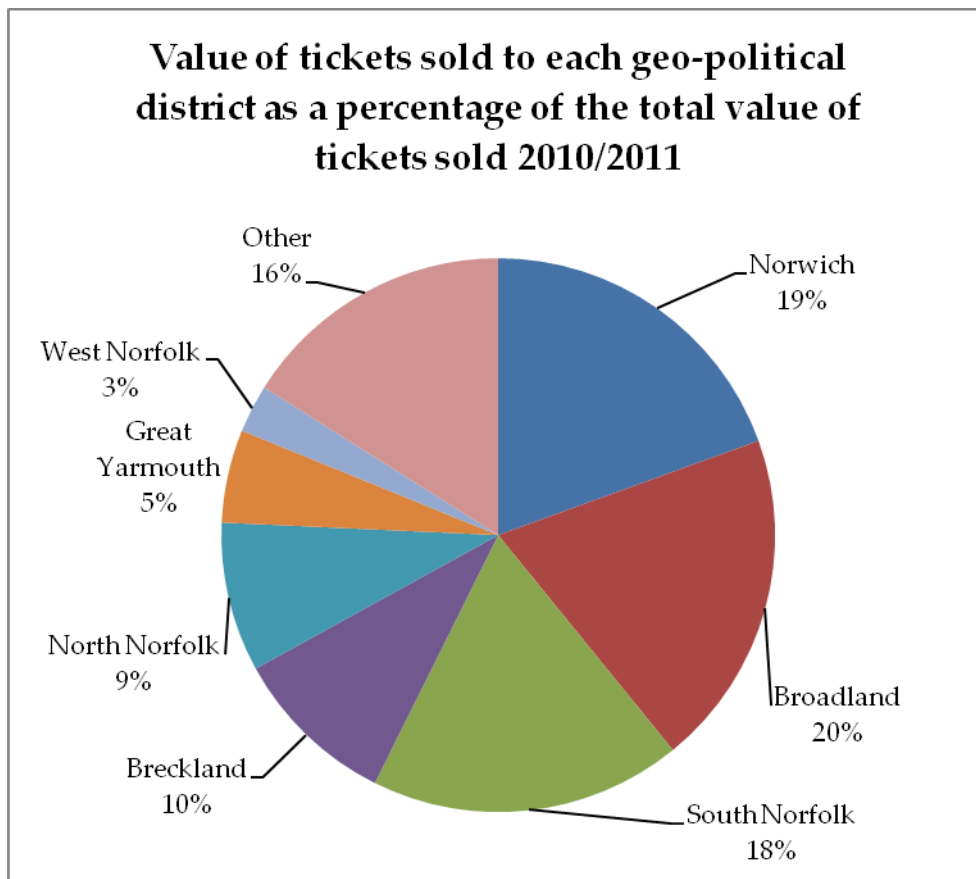
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TICKET SALES BY GEO-POLITICAL DISTRICT

- Map overview of Ticket Sales
- Value of Tickets Sold Broken Down by Geo-Political District – three-year comparison
- Quantity of Tickets Sold Broken Down by Geo-Political District – three-year comparison
- Average Spend Per Transaction Broken Down by Geo-Political District – comparison with previous year
- Average Tickets Per Transaction Broken Down by Geo-Political District – comparison with previous year

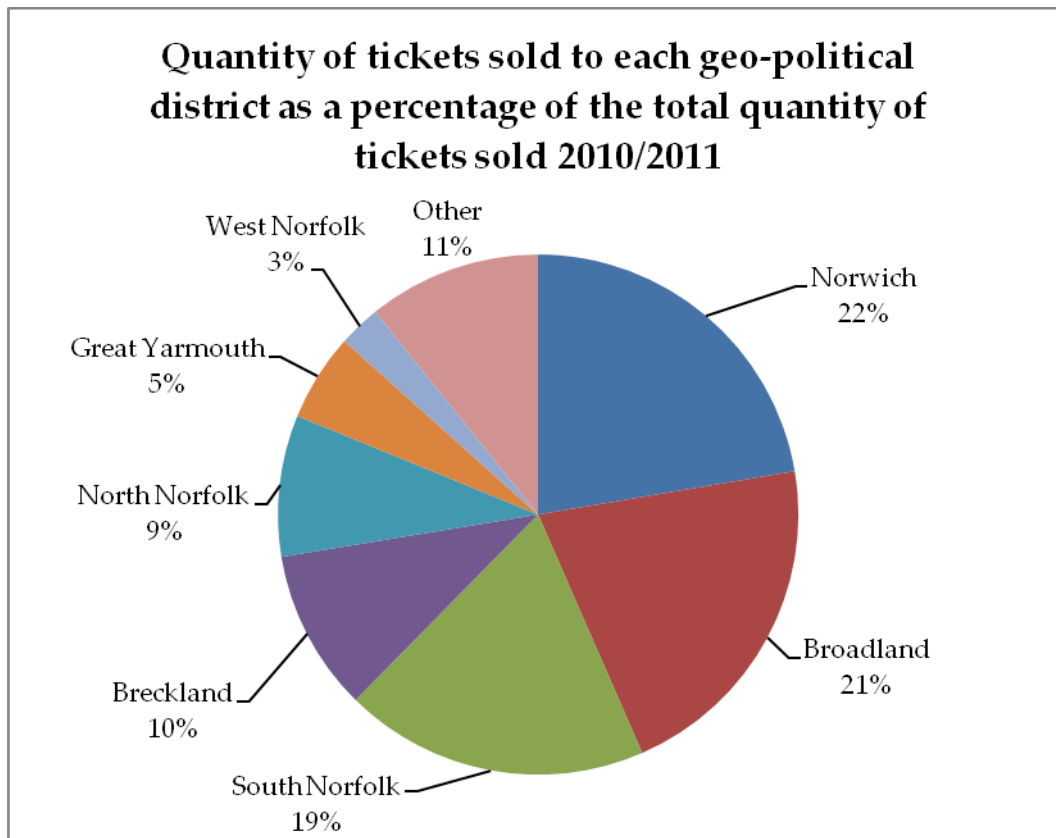
**VALUE OF TICKETS SOLD BROKEN DOWN BY GEO-POLITICAL DISTRICT –
three-year comparison**

	2008/2009	2009/2010	2010/2011
Norwich	£1,247,221	£1,398,370	£1,383,220
Broadland	£2,010,550	£1,588,809	£1,397,127
South Norfolk	£1,804,786	£1,390,655	£1,294,542
Breckland	£489,607	£750,608	£685,130
North Norfolk	£732,742	£685,909	£620,194
Great Yarmouth	£408,572	£460,879	£386,411
West Norfolk	£178,720	£236,297	£198,645
Other	£1,340,377	£1,382,313	£1,139,813
Grand Total	£8,212,576	£7,893,843	£7,105,082



**QUANTITY OF TICKETS SOLD BROKEN DOWN BY GEO-POLITICAL DISTRICT –
three-year comparison**

	2008/2009	2009/2010	2010/2011
Norwich	64,083	74,751	80,942
Broadland	93,876	76,903	76,554
South Norfolk	84,062	65,133	68,611
Breckland	22,089	34,879	36,335
North Norfolk	32,344	30,912	31,860
Great Yarmouth	17,313	20,040	19,703
West Norfolk	7,002	9,269	9,467
Other	56,260	58,583	39,019
Grand Total	377,030	370,470	379,476



AVERAGE SPEND PER TRANSACTION BROKEN DOWN BY GEO-POLITICAL DISTRICT – comparison with previous year

The spreadsheet below shows the average spend per transaction for each geo-political district for 2009/2010 and 2010/2011, broken down by event type.

Average Spend Per Transaction Broken Down by Geo-Political District 2009/2010

Event Type	Norwich	Broadland	S Norfolk	Breckland	N Norfolk	Gt Yarmouth	W Norfolk	Other
Amateur	£35.69	£37.41	£38.56	£51.47	£41.39	£42.78	£50.42	£33.64
Big Band Orchestral	£28.14	£32.30	£35.41	£37.02	£42.33	£22.58	£34.49	£53.11
Concerts	£36.73	£39.88	£45.60	£42.46	£46.05	£42.88	£51.37	£53.76
Dance	£34.50	£38.16	£37.60	£39.05	£40.43	£38.59	£51.90	£48.82
Family Children	£25.34	£28.52	£29.76	£30.33	£32.95	£30.39	£40.20	£34.27
Musicals	£65.40	£67.05	£70.01	£70.45	£71.90	£72.01	£88.91	£93.80
Opera	£59.53	£57.40	£59.76	£66.16	£70.24	£58.78	£58.54	£80.17
Pantomime	£42.43	£46.32	£49.64	£48.07	£52.28	£49.28	£54.07	£51.94
Personality Concerts	£26.44	£26.14	£27.44	£28.22	£29.20	£25.94	£32.05	£31.66
Popular Comedy Drama	£36.10	£32.21	£34.59	£35.22	£35.25	£34.17	£39.10	£50.82
Quality Drama	£43.12	£44.63	£48.65	£44.32	£46.89	£49.01	£47.85	£46.97
Standup Comedy	£12.55	£14.44	£13.95	£14.64	£15.03	£13.67	£14.19	£22.17
Studio	£35.69	£37.41	£38.56	£51.47	£41.39	£42.78	£50.42	£33.64
Average per geo-political district	£37.05	£38.61	£40.73	£42.99	£43.49	£40.22	£47.19	£48.83

Average Spend Per Transaction Broken Down by Geo-Political District 2010/2011

Event Type	Norwich	Broadland	S Norfolk	Breckland	N Norfolk	Gt Yarmouth	W Norfolk	Other
Amateur	£32.06	£39.98	£41.54	£47.49	£47.65	£49.16	£68.29	£58.82
Big Band Orchestral	£27.64	£33.64	£35.50	£39.26	£40.30	£37.73	£33.90	£75.02
Concerts	£36.41	£40.58	£40.26	£40.60	£38.80	£40.50	£32.15	£61.98
Dance	£40.34	£43.57	£43.95	£45.99	£45.91	£47.01	£62.54	£71.01
Family Children	£23.58	£24.49	£26.09	£24.81	£25.48	£32.35	£33.29	£58.18
Musicals	£57.99	£58.06	£61.60	£60.58	£59.94	£62.57	£72.76	£85.50
Opera	£71.41	£61.37	£73.36	£73.88	£74.78	£58.87	£110.38	£119.07
Pantomime	£57.95	£55.84	£59.62	£68.04	£69.38	£56.42	£56.30	£91.98
Personality Concerts	£39.71	£44.53	£46.53	£46.52	£48.39	£47.51	£45.64	£63.65
Popular Comedy Drama	£45.98	£45.79	£47.89	£51.89	£47.03	£54.44	£70.97	£85.00
Quality Drama	£28.37	£28.82	£30.86	£31.98	£31.48	£31.05	£35.12	£63.16
Standup Comedy	£43.89	£43.94	£47.27	£43.90	£42.71	£42.40	£53.09	£52.23
Studio	£12.57	£13.74	£17.78	£12.38	£23.31	£13.15	£13.13	£27.23
Average per geo-political district	£36.99	£38.17	£40.87	£41.95	£42.51	£40.94	£52.89	£71.97

AVERAGE TICKETS PER TRANSACTION BROKEN DOWN BY GEO-POLITICAL DISTRICT – comparison with previous year

The spreadsheet below shows the average number of tickets bought per transaction for each geo-political district for 2009/2010 and 2010/2011, broken down by event type.

Average Tickets Per Transaction Broken Down by Geo-Political District 2009/2010

	Norwich	Broadland	South Norfolk	Breckland	North Norfolk	Great Yarmouth	West Norfolk	Other
Amateur	2.83	2.85	2.96	3.74	2.95	3.17	3.50	2.35
Big Band Orchestral	2.06	1.96	2.13	2.09	2.38	1.88	1.99	3.10
Britten Sinfonia	2.24	2.38	2.67	2.40	2.51	2.47	2.49	2.91
Concerts	1.99	1.96	1.90	1.94	2.08	2.06	3.06	2.97
Dance	2.03	2.10	2.19	2.16	2.26	2.17	3.02	2.37
Family Children	2.50	2.45	2.45	2.49	2.45	2.45	2.80	2.95
Musicals	2.11	2.03	2.03	2.26	2.15	1.95	2.69	3.83
Opera	4.48	3.94	3.93	4.42	4.68	3.83	3.73	5.33
Pantomime	2.11	2.22	2.31	2.25	2.34	2.32	2.31	2.29
Personality Concerts	2.34	2.15	2.16	2.19	2.27	2.07	2.53	2.24
Popular Comedy Drama	2.22	2.06	2.12	2.12	2.14	2.13	2.15	2.42
Quality Drama	2.38	2.38	2.57	2.34	2.43	2.43	2.48	2.40
Standup Comedy	2.43	2.29	2.17	2.26	2.39	2.08	2.13	3.51
Studio	2.83	2.85	2.96	3.74	2.95	3.17	3.50	2.35
Average per geo-political district	2.44	2.37	2.43	2.51	2.54	2.39	2.68	2.98

Average Tickets Per Transaction Broken Down by Geo-Political District 2010/2011

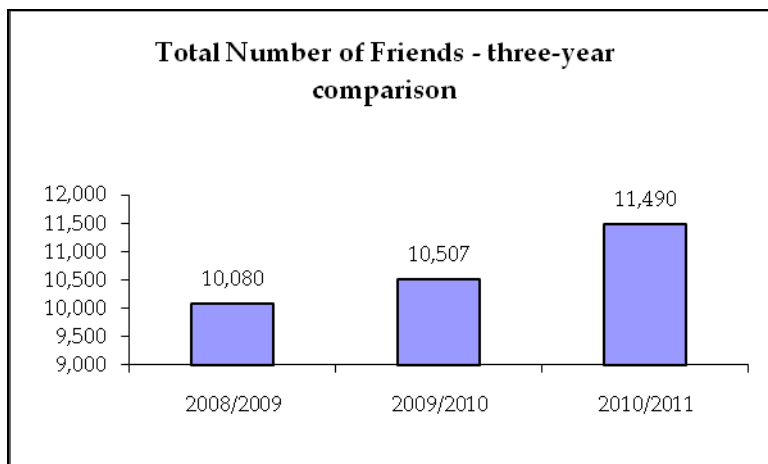
Event Type	Norwich	Broadland	S Norfolk	Breckland	N Norfolk	Gt Yarmouth	W Norfolk	Other
Amateur	2.72	2.89	3.03	3.24	3.16	3.27	4.52	3.99
Big Band Orchestral	1.88	2.04	2.03	2.13	2.04	2.23	1.83	3.85
Concerts	2.20	2.40	2.35	2.33	2.20	2.38	1.93	3.28
Dance	2.09	2.13	2.10	2.10	2.04	2.17	2.90	3.26
Family Children	2.33	2.31	2.40	2.13	2.16	3.09	3.14	4.69
Musicals	2.42	2.32	2.36	2.32	2.28	2.37	2.55	3.02
NR Schools Project	17.62	2.65	2.29	6.60	2.00	2.00		14.66
Opera	2.20	1.90	2.04	2.07	2.02	1.83	2.72	2.97
Pantomime	4.19	3.78	3.82	4.69	4.58	3.65	3.48	5.99
Personality Concerts	2.10	2.18	2.18	2.19	2.18	2.28	2.03	2.67
Popular Comedy Drama	2.46	2.31	2.35	2.39	2.24	2.59	3.12	3.77
Quality Drama	2.14	2.15	2.22	2.31	2.31	2.36	2.41	3.80
Standup Comedy	2.44	2.42	2.56	2.35	2.30	2.36	2.79	2.65
Studio	2.46	2.07	2.74	1.82	3.52	1.90	2.00	3.78
Average per geo-political district	3.52	2.40	2.46	2.76	2.50	2.46	2.72	3.76

FRIENDS OF THE THEATRE ROYAL

- Total Number of Friends – three-year comparison
- Categories of Memberships – three-year comparison
- Value of Memberships – three-year comparison
- Value of Ticket Sales to Friends – three-year comparison
- Quantity of Ticket Sales to Friends – three-year comparison
- Distribution of Friends Broken Down by Geo-Political District – three-year comparison
- Corporate Club Members – 2010/2011
- Value of Ticket Sales to Corporate Club Members – three-year comparison
- Quantity of Ticket Sales to Corporate Club Members – three-year comparison

TOTAL NUMBER OF FRIENDS – three-year comparison

This page shows the total number of Friends for each year.



There was an 8.6% increase in the total number of Friends from 2009/2010 to 2010/2011.

Since the theatre re-opened following the closure for modernisation, Friends numbers have grown and are exceeding 2006/2007 levels.

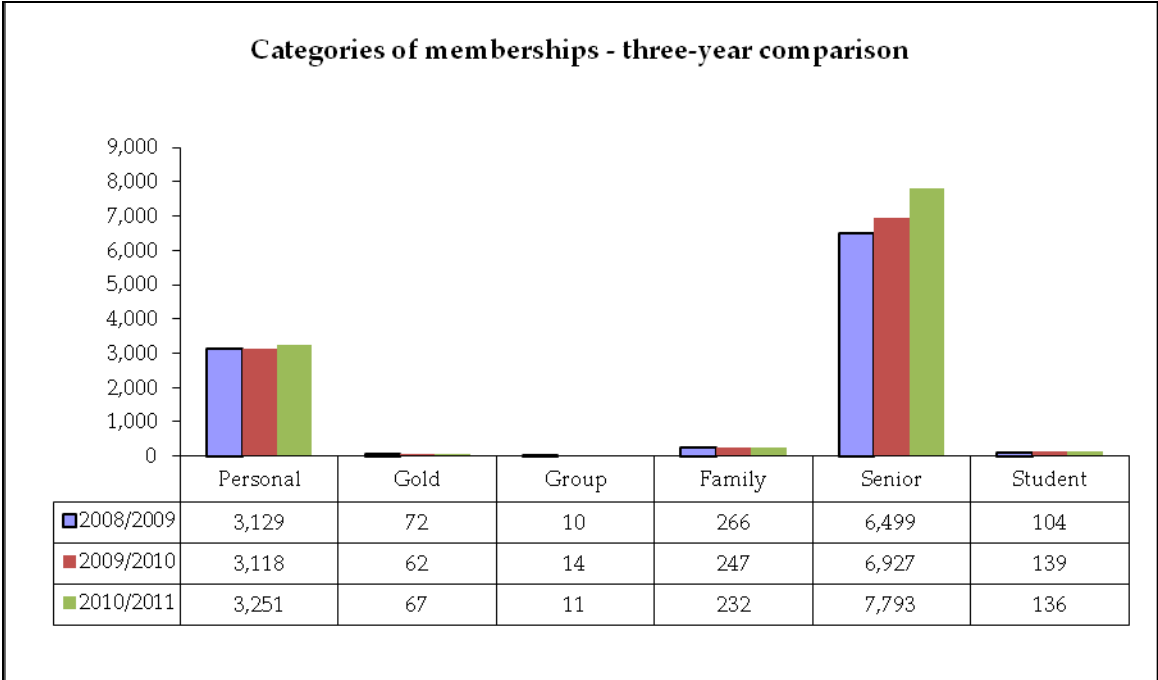
RETENTION

This table shows how many Friends were retained when comparing two years

	2008 2009	2009 2010	2010 2011
2008 2009	10,080	x	x
2009 2010	6,544	10,507	x
2010 2011	6,909	8,025	11,490

CATEGORIES OF MEMBERSHIPS – three-year comparison

This page shows the different categories of Friends’ memberships available and the number of each type of Friend from 2008/2009 to 2010/2011.



VALUE OF MEMBERSHIPS – three-year comparison

This page shows the value of each category of Friends' membership, whether paid by direct debit or by cash, cheque or credit card.

	Cash, Cheque, Credit Card	Direct Debit
Personal	£33.00	£31.50
Gold	£145.00	£130.00
Group	£185.00	£175.00
Family	£43.50	£42.00
Senior	£16.00	£15.00
Student	£12.50	£12.50

	2008/2009	2009/2010	2010/2011
Personal	£93,724	£99,851	£104,699
Gold	£8,940	£8,295	£9,200
Group	£1,740	£2,521	£1,995
Family	£10,643	£10,494	£10,377
Senior	£89,850	£106,336	£119,822
Student	£1,196	£1,737	£1,900
Total	£206,094	£229,235	£247,993

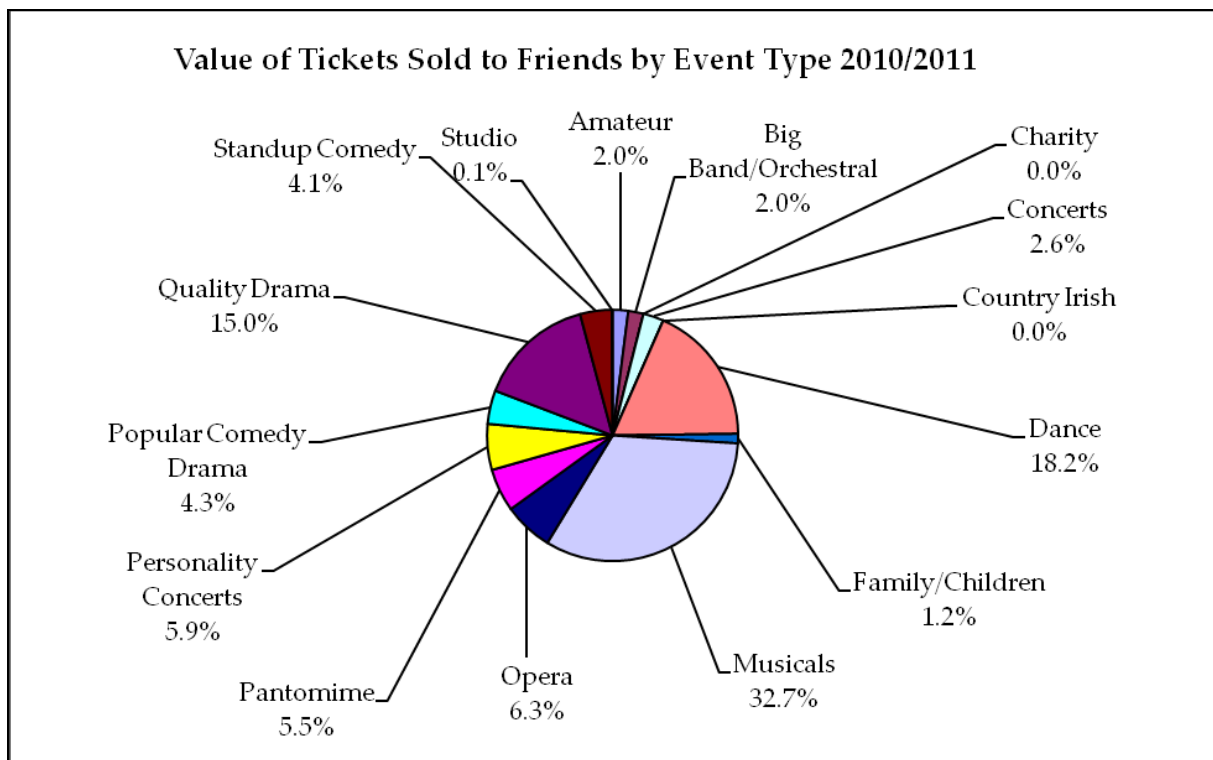
There was an 11.23% increase in the value of Friends' memberships from 2008/2009 to 2009/2010.

There was a 7.6% increase in the value of Friends' memberships from 2009/2010 to 2010/2011.

VALUE OF TICKET SALES TO FRIENDS – three-year comparison

This section shows the value of tickets sold to Friends of the Theatre as a percentage of the total value of tickets sold each year from 2007/2008 to 2010/2011.

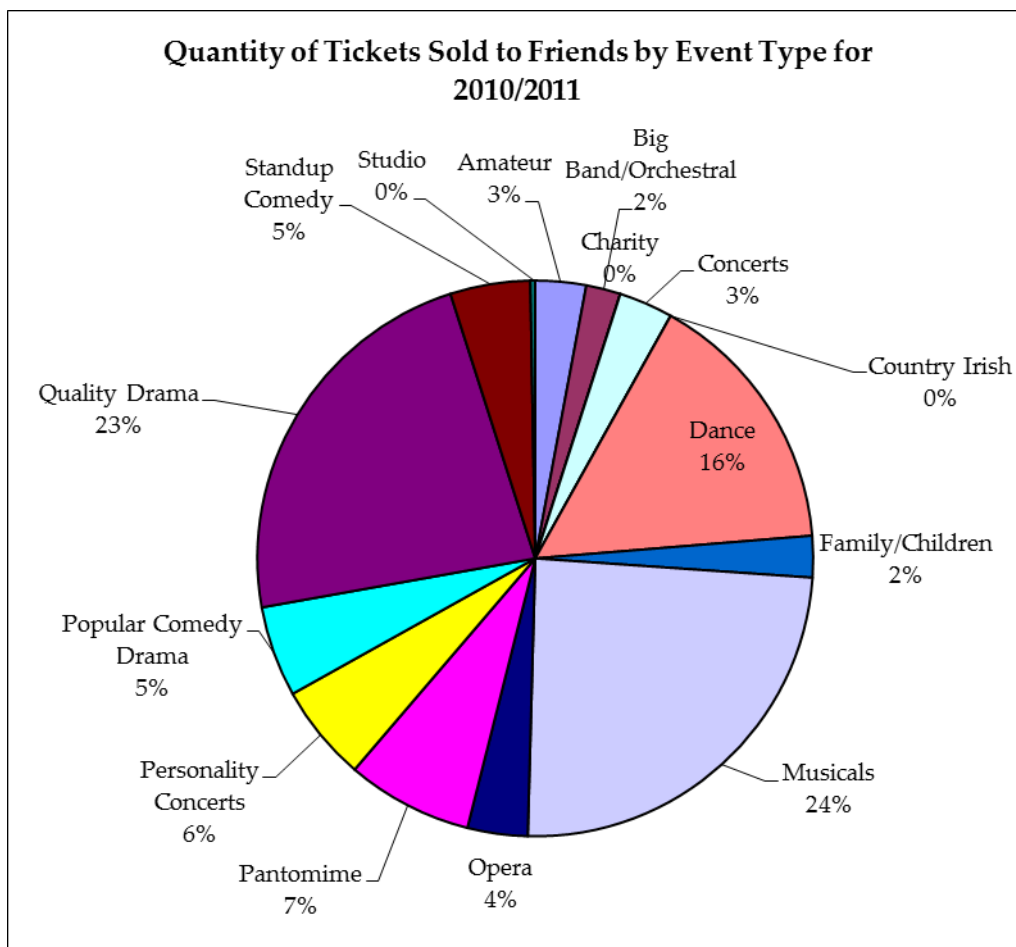
	Total Value	Friends Value	Value %
2007/2008	£2,713,536	£537,846	20%
2008/2009	£8,212,576	£1,643,336	20%
2009/2010	£7,893,844	£1,603,221	20%
2010/2011	£7,105,082	£1,711,614	24%



QUANTITY OF TICKET SALES TO FRIENDS – three-year comparison

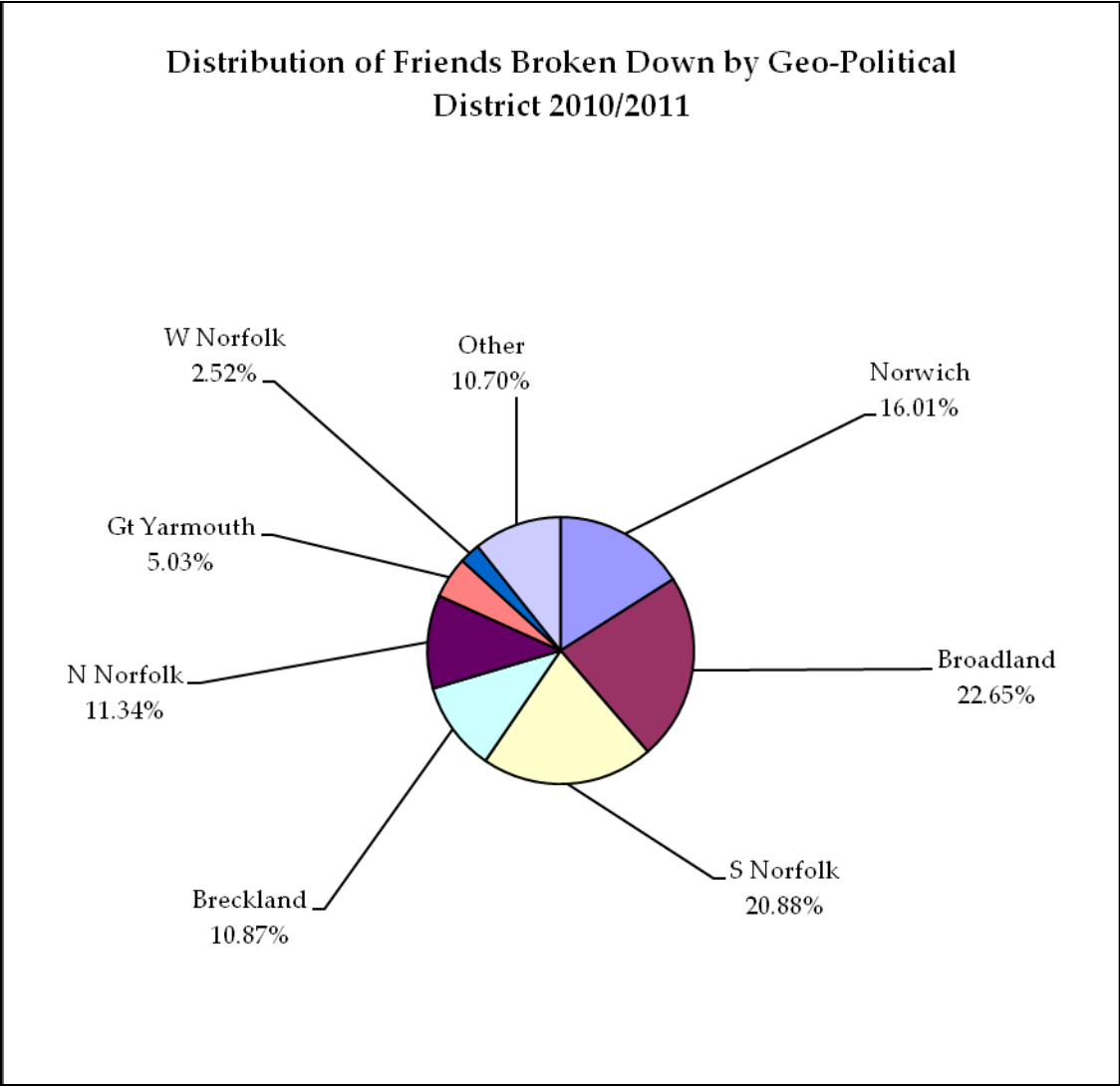
This section shows the quantity of tickets sold to Friends of the Theatre as a percentage of the total number of tickets sold each year from 2007/2008 to 2010/2011.

	Total Quantity	Friends Quantity	Quantity %
2007/2008	165,584	28,442	17%
2008/2009	377,030	68,748	18%
2009/2010	370,470	70,013	19%
2010/2011	379,476	82,335	22%



DISTRIBUTION OF FRIENDS BROKEN DOWN BY GEO-POLITICAL DISTRICT -

Norwich	Broadland	S Norfolk	Breckland	N Norfolk	Gt Yarmouth	W Norfolk	Other	Total
1,839	2,603	2,399	1,249	1,303	578	289	1,230	11,490



CORPORATE CLUB MEMBERS – 2010/2011

There were 74 Corporate Club members in 2010/2011

Adcock Refrigeration & Air Conditioning Ltd	Leathes Prior Solicitors
Adnams Southwold	Lloyds TSB Commercial
Alan Boswell Group	Lovewell Blake Chartered Accountants
Anglian Group Plc	M+A Partners
Anglian Water Norfolk Social Club	Marriott Sprowston Manor Hotel & Country Club
Archant	Marsh
Aviva	May Gurney
balloon dog	Melbourne House
Barclays Corporate	Mills & Reeve
Bayer Cropscience	nelsonspirit
Bernard Matthews Ltd	Norfolk Capacitors Ltd
Birketts Solicitors	Norfolk Police Social Club
Breckand Council	Norse Commercial Services
Capita	North Norfolk Theatre Goers
Chapelfield	Norwich Area Civil Service Social Club
Chaplin Farrant	NPS Group (NPS Property Consultants Ltd)
City College Norwich	Oasis Sports & Leisure Centre
Coca-Cola Enterprises Ltd	Persimmon Homes
Computer Service Centre	Peter Taylor Funeral Services
Copy IT Digital Solutions Ltd	PKF (UK) LLP
Cozens Hardy LLP	Premier Inn Duke Street
Crawford Consulting	Price Bailey LLP
Davis Langdon LLP	PriceWaterhouseCoopers
Dipple & Conway Ltd	RG Carter Holdings Ltd
Eastern Business Systems	Rogers & Norton
Elizabeths	Savills L&P Ltd
Grant Thornton	Signs Express Ltd
Haines Watts	Sinclair International
Haines Watts	Smith & Pinching
Hales Group Ltd	Steeles Law
Hansells	Swiss Re
Hatch Brenner LLP	Syfer Technology Ltd
Howes Percival LLP	The Business Club Norfolk
InTouch Systems	The Forum Trust
Jarrolds	The RedCat Partnership Ltd
Kettle Foods	The Royal Bank of Scotland Group
Kier Eastern	Virgin Money
Larking Gowen	

VALUE OF CORPORATE CLUB MEMBERSHIPS

Joining the Theatre Royal Corporate Club costs £750 + VAT per year

Staff Benefits include:

- Staff discounts on tickets (£1.50 per ticket up to 40 tickets for every production)
- Priority booking (1 day ahead of Friends and 1 month ahead of the public)
- Half price tickets on first night of all dramas
- 15% discount on post show drinks
- A Corporate Club direct dial identification number
- Meal/ticket packages exclusive to members
- Occasional special offers

Group benefits include:

- 10% discount for parties of 20+
- A personal host to welcome guests
- Free use of function rooms
- Free Theatre Royal programmes for each pair of seats booked
- Regular invitations to guest evenings by Peter Wilson, Trustees and other Corporate Managers

Please contact Jill Fox, Corporate Club Manager for more details (01603) 598 512

	2010/2011
Total Income	£53,101

VALUE AND QUANTITY OF TICKET SALES TO CORPORATE CLUB MEMBERS – three-year comparison

	Total Value	Corporate Club Value	Value %
2008/2009	£8,212,576	£366,537	4%
2009/2010	£7,893,843	£342,150	4%
2010/2011	£7,105,082	£276,321	3.8%

	Total Quantity	Corporate Club Quantity	Quantity %
2008/2009	377,030	15,205	4%
2009/2010	370,470	15,749	4%
2010/2011	379,476	13,799	3.6%

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CONCESSIONS

- “Value” (i.e. the amount we gave away) and Quantity of Individual Concession Categories – three-year comparison

“VALUE” AND QUANTITY OF INDIVIDUAL CONCESSION CATEGORIES –
three-year comparison

This section shows the “value” and quantity of the concessions given to each category as a comparison of the past three years.

Concession Summary 2008/2009

Concession Description	Quantity	If Full Price Paid	Actual Price Paid	Value of Discount
Comps/Special Discounts	5,484	£147,771.50	£30.00	£147,741.50
Corporate Club	14,481	£390,903.00	£348,719.58	£42,183.42
Disabled	4,859	£124,307.00	£63,122.75	£61,184.75
Friends	68,750	£1,843,912.50	£1,643,379.50	£200,533.00
Groups	13,664	£291,089.00	£235,860.31	£55,228.69
Miscellaneous	6,867	£195,039.50	£128,848.75	£66,190.75
Over 60's	25,832	£709,882.00	£487,843.50	£222,038.50
Young People	30,285	£707,192.00	£457,779.00	£249,413.00
Total "Value" of Concessions				£1,044,610.86

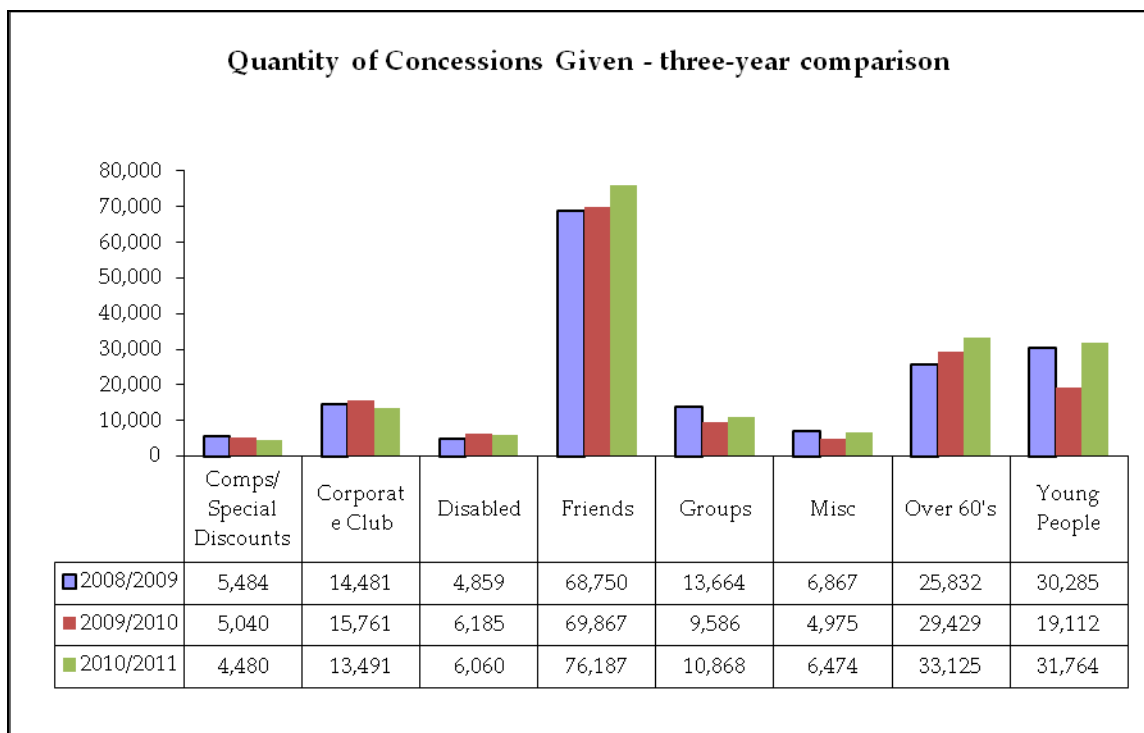
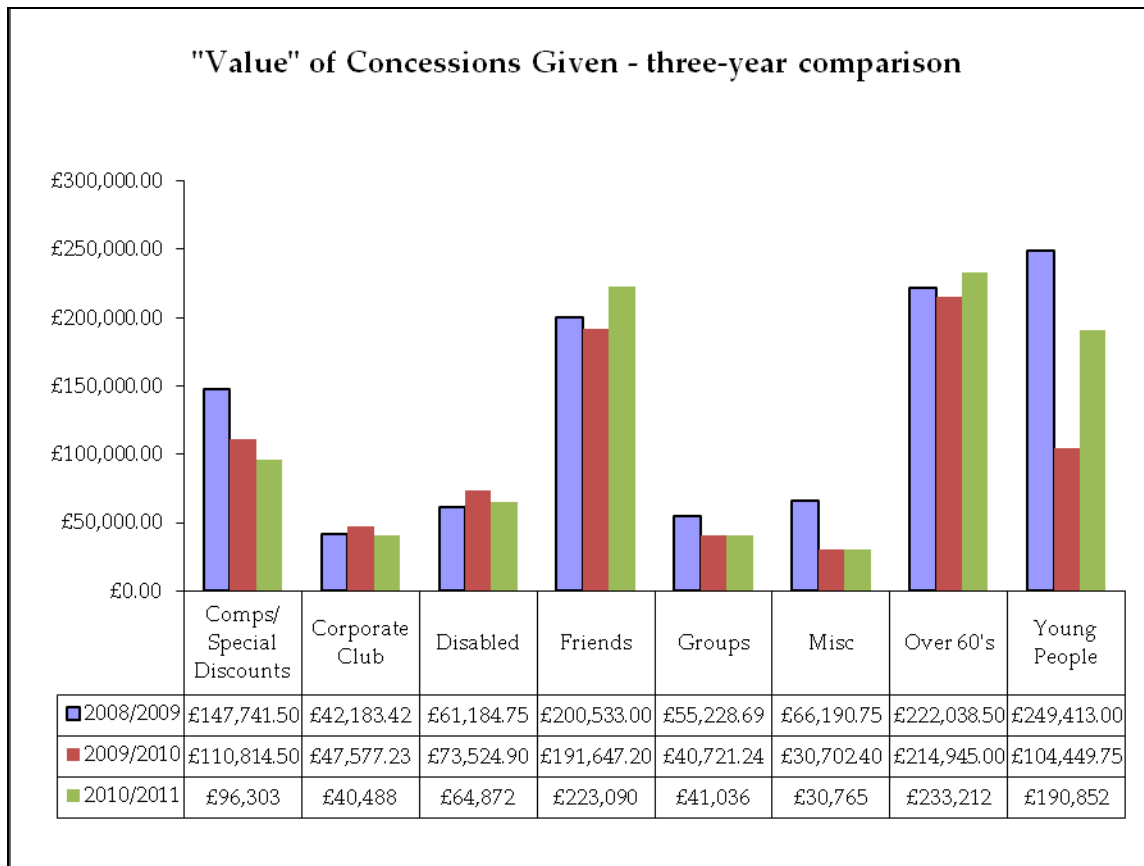
Concession Summary 2009/2010

Concession Description	Quantity	If Full Price Paid	Actual Price Paid	Value of Discount
Comps/Special Discounts	5,040	£114,231.00	£1,033.00	£110,814.50
Corporate Club	15,761	£389,710.50	£342,150.27	£47,577.23
Disabled	6,185	£145,826.00	£74,617.35	£73,524.90
Friends	69,867	£4,602,199.50	£4,402,149.71	£191,647.20
Groups	9,586	£222,071.50	£181,350.26	£40,721.24
Miscellaneous	4,975	£2,140,914.50	£2,098,832.60	£30,702.40
Over 60's	29,429	£769,909.50	£554,964.50	£214,945.00
Young People	19,112	£330,103.50	£238,746.25	£104,449.75
Total "Value" of Concessions				£814,382.22

Concession Summary 2010/2011

Concession Description	Quantity	If Full Price Paid	Actual Price Paid	Value of Discount
Comps/Special Discounts	4,480	£96,303	£0	£96,303
Corporate Club	13,491	£310,144	£269,655	£40,488
Disabled	6,060	£133,282	£68,411	£64,872
Friends	76,187	£1,813,790	£1,590,700	£223,090
Groups	10,868	£210,983	£169,947	£41,036
Miscellaneous	6,474	£146,327	£115,562	£30,765
Over 60's	33,125	£831,433	£598,221	£233,212
Young People	31,764	£589,727	£398,875	£190,852
Total "Value" of Concessions				£925,227

"VALUE" AND QUANTITY OF INDIVIDUAL CONCESSION CATEGORIES -
three-year comparison cont.



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CHARITABLE COLLECTIONS – 2010/2011

Throughout 2010/2011 various collections were made on behalf of other charities. The dates and amounts below give details.

Dates	Show	Charity	Amount
19.04.10-24.04.10	39 Steps	The Big C	£ 1,354.24
27.04.10-01.05.10	NBT Peter Pan	Race for Life - Cancer Research	£ 2,230.51
19.05.10-22.05.10	Tap Dance Fever	End Polio Now - Rotary	£ 989.85
24.05.10-29.05.10	The History Boys	The Samaritans	£ 1,029.79
07.06.10-12.06.10	Rocky Horror Show	Break	£ 803.00
19.07.10-24.07.10	Calendar Girls	Leukaemia Research	£ 1,627.00
13.09.10-18.09.10	Oklahoma	Mancroft Advice Project	£ 216.58
01.11.10	Nutcracker	Acting for Others	£ 571.44
30.11-4.12.10	Chess	Osteoporosis	£ 740.80
01.12.10	Chess	World Aids Day	£ 153.66
13.12.10	Jack and the Beanstalk	Scouting	£ 402.65
		TOTAL	£ 10,119.52

PRIZE VOUCHERS – 2010/2011

In 2010/2011, 654 £10 vouchers were sent out for use in fundraising raffles and auctions by local organisations like schools, groups and sports teams etc. to the value of £6,540.

No requests for vouchers were refused.

THEATRE ROYAL INCOME AND EXPENDITURE

- Theatre Royal Net Income – three-year comparison
- Theatre Royal Expenditure – three-year comparison
- Payments to Local Suppliers – 2010/2011
- Touring Theatre Survey – 2010/2011
- Overall Economic Impact – 2010/2011

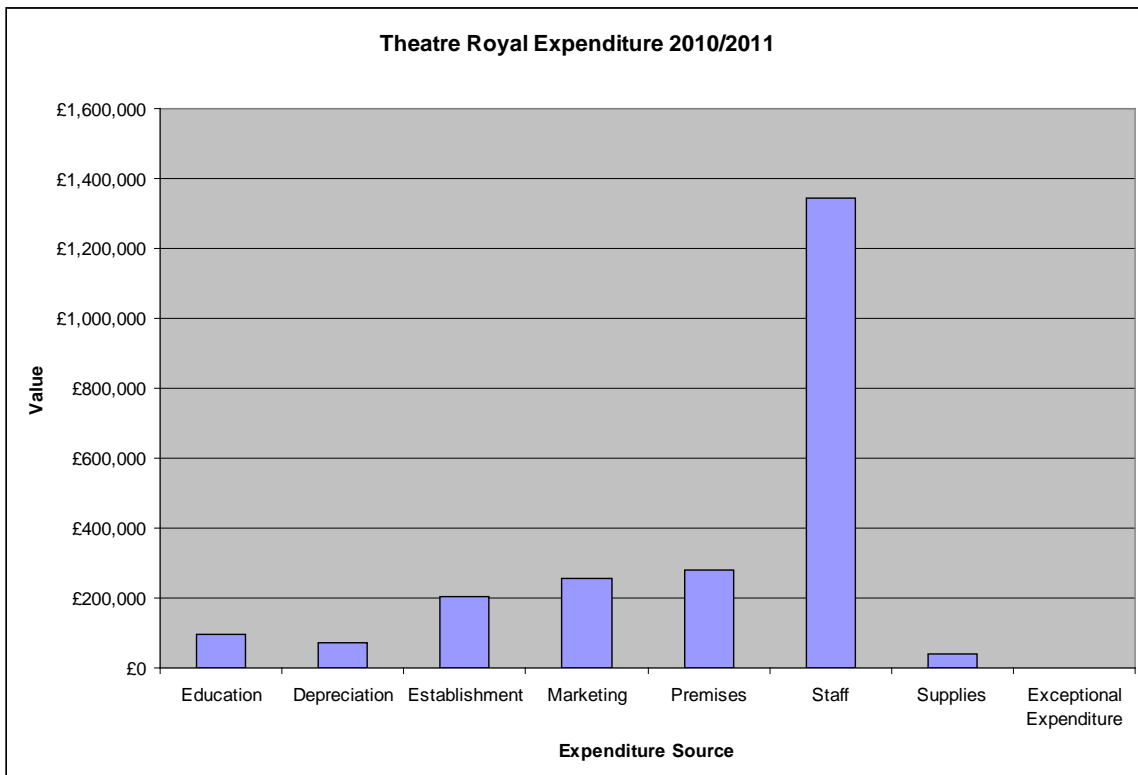
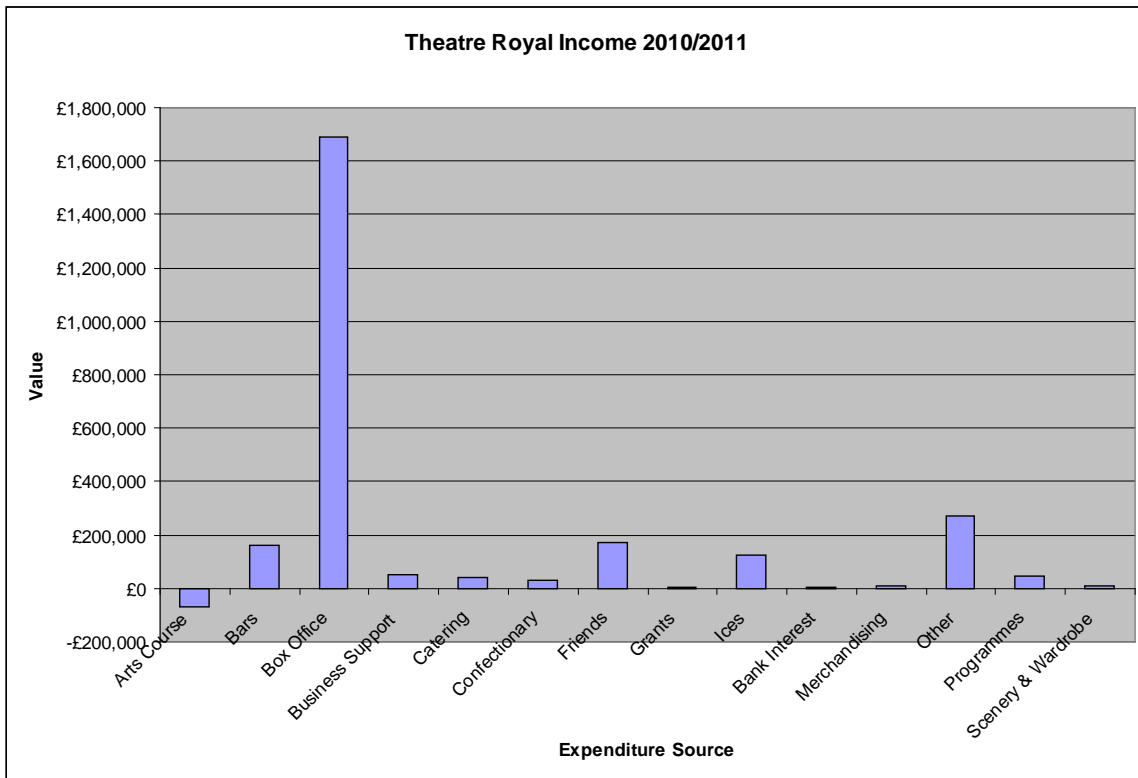
THEATRE ROYAL INCOME AND EXPENDITURE – three-year comparison

Income Source	2008/2009		2009/2010		2010/2011	
	Value	Percentage	Value	Percentage	Value	Percentage
Arts Course	-£70,869	-3%	-£66,385	-3%	-£67,502	-3%
Bars	£152,000	7%	£180,692	7%	£162,291	7%
Box Office	£1,594,420	70%	£1,641,924	67%	£1,692,298	66%
Business Support	£39,776	2%	£26,676	1%	£53,061	2%
Catering	£51,986	2%	£65,437	3%	£38,825	2%
Confectionery	£28,489	1%	£35,120	1%	£31,200	1%
Friends	£157,744	7%	£179,439	7%	£169,547	7%
Grants	£4,389	0%	£25,040	1%	£5,100	0%
Ices	£109,357	5%	£119,450	5%	£123,372	5%
Bank Interest	£10,541	0%	£4,825	0%	£1,930	0%
Merchandising	£11,875	1%	£13,463	1%	£11,797	0%
Other	£147,300	6%	£215,449	9%	£272,430	11%
Programmes	£46,437	2%	£56,295	2%	£45,006	2%
Scenery & Wardrobe	-£16,386	-1%	-£12,539	-1%	£8,009	0%
Total	£2,267,059	100%	£2,484,886	100%	£2,547,364	100%

Annual Surplus/(Deficit)	£31,597	£295,352	£258,232
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Expenditure Source	2008/2009		2009/2010		2010/2011	
	Value	Percentage	Value	Percentage	Value	Percentage
Education	£62,713	3%	£72,037	3%	£95,767	4%
Depreciation	£25,892	1%	£40,234	2%	£73,876	3%
Establishment	£194,951	9%	£190,802	9%	£203,725	9%
Marketing	£266,933	12%	£219,858	10%	£254,741	11%
Premises	£348,948	16%	£321,208	15%	£278,043	12%
Staff	£1,245,657	56%	£1,273,892	58%	£1,343,544	59%
Supplies	£90,368	4%	£71,503	3%	£39,436	2%
Exceptional Expenditure	£0	0%	£0	0%	£0	0%
Total	£2,235,462	100%	£2,189,534	100%	£2,289,132	100%

BREAKDOWN OF INCOME AND EXPENDITURE – 2009/2010



PAYMENTS TO LOCAL SUPPLIERS – 2010/2011

Payments have been made to these local suppliers:

Abba Plumbing	Corporate Mailing Services
Accent Fresh Ltd	Creative Arts East
ACE Metals	Crowes
A C Leigh	Crown Confectionery
A Falgate	CS Norwich
A W Cushion	D D H & S Supplies
A W Forster	Dencora House Management
Adnams	Dulux Decorator Centre
Advanced Pest Control	East Anglia Media
Anglia Elite	East Publishing
Anglia Print	Eastern Business Systems
Anglian Chemicals	Eastern Cash Registers
Anglian Culinary Supplies	ECS Power & Control
Anglian Fashion Fabrics	Elizabeths
Archant Anglia	Emotive Sound & Light
Bagman of Cantley	Factory 1 st
Baker & Nixon	Fine City Ltd
Banqueting Hire Services	Fine Shine
B B C Fire Protection	First Edition
B D & H	Forum Trust
Beeline Refrigeration	Further Search Marketing
Best Promotions	Giller Pianos
Bishy B Industries	Golden Guide
Blackwell Print	Greenacre Office Equipment
Blockbuster Drains	H2 Creative Media
Breckland Print	Hollinger Print
Broadland District Council	Howes Percival
Broadland Eggs	Hussey Knights
Broadland Heating and Plumbing	I W D
Bryan Chilmaid	Intouch Systems
Bryony Moore Dance & Performance	Inn Training
Builders Equipment	Ivan Dawson
Bunn Scaffolding	JV Trading
BY Training Services	Jarrold Training
Calder Designs	Just Regional Publishing
Campling	KL Magazine
Catertech	L & G Roberts
Central School of Dance	Lamberts
Chapel Doors	Larking Gowen
Cheese Truckle	Last Wine Bar
Circular Magazine	Leathes Prior
City Glass Services	Lees Flooring
C Ledbury – Plumbing & Heating	Linzers Ltd
Computek	Lovewell Blake
Connaught Fire Services	Loyal Taxis
Cooks Blinds & Shutters	LSI Architects
Copy IT Digital Solutions	MRL Systems
Core Computer Services	Mr Plastic

Mayday	Saffron Marketing
Media Associates	Sapphire Chauffeurs
Media Managers	Savoy Catering
Mercury & Phillips Signs	Scenic Projects
Millar West & Co	Signs Express
Monarch Signs	Simon Finlay
Nigel Wordingham	Smart Image Dry Cleaners
Norfolk County Services	Snelling Business Systems
Norfolk Tourist Attractions Association	Sonata Security
Normans Services	South Side Guide
Norse Commercial Services	Spectrum Hygiene
Norwich Chamber of Commerce	Sprowston Village Directory
Norwich City College	SSAF Window Films
Norwich City Council	Steves P A Hire
Norwich City Football Club	Student Union – UEA
Norwich Electrical	System Solutions
Norwich Instrument Services	The Connection Magazine
Norwich Sunblinds	The Garage
Norwich Suspended Ceilings	The Mozart Orchestra
Oak Street Fabrications	The Photographic Unit
OTW Imaging	The Yolk
Office Water Supplies	Thorn & Co
Old Catton Connections	Thorpe Industrial Cleaners
One to One Cleaning	Tony Cooper Arts Management
Outline Magazine	UEA Norwich
Parravani's Ice Creams	Viking Stage Lighting
Pearson Commercial	Village People
Pepperell's Meats Ltd	Visit Norwich Ltd
PFC Commercial Laundry Equipment	Waveney Security
P J Holmes	WeCan Transport
Porselli	William Ferguson
PowerTool Services	Wroxham & Coltishall Book
Production Bureau	Wroxham Exteriors
Prospect Handling	Yabber Ltd
RDM Greg Ltd	Yellowbird Media & Events
Read Bros	
Recyclite Ltd	
Road Runner Express Couriers	
Roberta Hammond	

Total Payments £ 829,500

This also includes payments from The Playhouse.

TOURING THEATRE SURVEY 2010/11

Each year Norwich Theatre Royal compares a series of performance indicators with 14 other theatres of its size and type elsewhere in the UK. We use these figures as a benchmark to assess our performance. Below are the average indicators for the rest of the group, set against the Theatre Royal's own figures, and the difference between the two sets of figures.

	Average	Norwich Theatre Royal	Difference
Average Capacity	1,205	1,300	95
Number Of Live Performances	374	423	64
Annual Capacity	386,050	523,900	137,850
Seats Sold	264,093	379,476	115,383
% Capacity Filled	57.48%	72.43%	14.95%
Net Box Office	£4,714,857	£7,105,082	£2,390,225
Average Ticket Price paid	£16.62	£18.72	£2.10
Payments To Companies	3,935,346	£5,443,910	£2,594,421
Payments As % Of Income	84.28%	77.20%	-7.08%
Programme Profit	£36,177	£45,006	£16,739
Prog Profit Per Admission	£0.12	£0.12	£0.00
Merchandise Profit	£17,138	£11,797	-£5,341
Catering Profit	£141,880	£201,116	£59,236
Confectionery & Ices	£108,501	£154,573	£46,072
Total Ancillary Profit	£303,696	£412,492	£108,796
Ancillary Profit Per Admission	£1.01	£1.10	£0.09
Salaries & Wages Costs	£1,348,862	£1,343,541	-£5,318
Full Time Equivalent Posts	101	58	-43
Staff Training	£9,173	£11,803	£2,630
Marketing Expenditure	£410,340	£446,804	£36,464
Marketing Spend Per Seat Sold	£1.50	£1.18	-£0.32
Friends Membership Numbers	1,801	11,498	9,697
Friends Membership Income	£30,485	£234,277	£203,792
Business Rates	£30,460	£19,751	-£10,709
Maintenance Costs	£145,020	£80,967	-£64,053
Capital Finance Charges	£23,218	£0	-£23,218
Capital Expenditure	£50,660	£85,800	£35,140
Sponsorship Income	£34,535	£93,288	£58,753
Grants	£361,453	£0	-£361,453
Local Authority Support	£453,061	£75,100	-£377,961
LA support per seat sold	£1.72	£0.20	-£1.52

OVERALL ECONOMIC IMPACT – 2010/2011

The Theatre Royal contributes to the value of the local economy in two ways: direct and indirect. Its direct impact is made up of its own spending locally: for example, the amount spent on purchasing supplies locally, or the amount spent on resident staff wages which is then spent on housing, food, clothes etc. locally. The indirect impact takes into account the 'knock-on' effect which is generated by the direct impact, where money spent results in more money being spent: for example, the purchase of supplies from a local company results in that company spending on their staff wages, other supplies they purchase etc. All that expenditure builds up in the local economy, helping to preserve and create jobs, and grow the economy.

The following formula is used by the Arts Councils of England, Scotland, Wales & Northern Ireland to calculate a theatre's economic impact and was used in the first UK-wide study of the economic impact of theatres, finding that this impact in 2002/03 exceeded £2.6 billion.

The formula used to calculate economic impact is:

Economic impact = [1. Turnover + 2. Overseas earnings + 3. Additional visitor spend + 4. Salaries + 5. Subsistence allowances + 6. Supplies purchased locally] × 1.5 (to take into account the knock-on effect in the local economy)

1. For 2010/11, the Theatre Royal's turnover was **£10,688,568***

2. There were no overseas earnings in the year.

3. Additional visitor spend is the money spent by people attending the theatre to see a performance, over and above any money spent on tickets or in the theatre itself, and covers travel, accommodation (if visiting the area specifically to go to the theatre), domestic costs (e.g. babysitter) and any food and drink purchased outside the home. For 2010/11, the amounts were as follows:

Travel	£512,293	
Accommodation	£106,253	
Domestic costs	£72,100	
Food & drink	£2,060,555	Sub-total £2,751,201

4. **£1,822,651** was spent on locally resident staff wages during the year.

5. Subsistence allowances are paid to all performers and support staff, visiting the Theatre Royal with each production, to cover the cost of travel, accommodation, food and other living expenses. In the year 2010/11, over 3,200 performers and support staff visited the theatre, making up over 11,300 overnight stays. At a very conservative estimate of only £19 per head per overnight stay, this represents **£215,251** of expenditure.

6. Supplies purchased locally totalled **£829,500**

So the **total impact of Norwich Theatre Royal on the local economy** for 2010/11 was **£24,607,756***, a decrease of 0.02% on the previous year (£24,611,973)

*Note: Turnover was down from the previous year because of lower ticket prices