

TOWN HALL

OLD STREET, LONDON, EC1





welcome



2013/14 has been an exciting year for Shoreditch Town Hall Trust, one that has seen our wonderful building really come alive in new and imaginative ways and begin to fully realise its potential as a multi-space arts venue. Almost every week seems to have

involved testing or exploring our spaces in new ways or responding imaginatively to the challenges of growing our work. In marked contrast to the significant challenges of last year, this report illustrates that 2013/14 has been the busiest and most productive since the Trust was formed sixteen years ago, with two key figures underlining this: In 2010/11 our average occupancy levels were hovering around 10%, today that figure is over 60%, and increasing. And, in 2012/13 we turned over £367,000 accompanied by significantly higher costs. In 2013/14 income has more than doubled to £799,000 with a modest unrestricted surplus of £2932.

When we set out a new vision for the Town Hall in April 2012, our ambition was to both develop hires business, as well as give our local community, audiences and artists compelling reasons to come through our doors with the creation of an adventurous, distinctive arts programme. We do not, nor ever have, received revenue funding from either our local authority or Arts Council England – programme project funding equated to just 6% of income during 2013/14 – so our earned income is crucial to us being able to invest in both our work and building.

It has been particularly rewarding this year, therefore, to see both of these goals begin to be realised.

We delivered an almost exclusively self-funded artistic and community programme, connecting with nearly 18,000 audiences, 5,000 of whom actively participated in workshops or creative learning opportunities, which sat successfully alongside an expanded commercial hires business, generating the highest levels of earned income in the Trust's history. In a particularly important milestone we have also, for the first time, seen all three of our principal performance spaces in operation simultaneously, hosting different work as well as on regular occasions all eight main spaces occupied – with all the attendant energy and life this brings to the building.

This leads me to heartfelt thanks to the many people who have been fundamental to our achievements this year: to the endlessly resourceful, skilled and dedicated team at the Town Hall, our new audiences, clients. stake holders - Hackney Borough Council and Arts Council England, London in particular supporters, artists, local community and many others, without whom none of what we have achieved would have been possible. While we are still very much at the beginning of our journey to transform the Town Hall into a vital creative space - our artistic programme is developing, and there remain significant elements of our capital programme to deliver - this report illustrates how far we have already come in a short time, and how the foundations of that future are very much in place. If there was just one message from this year it would be: we're just getting started.

Nick Giles

Nick Giles
Director

VISION

ARTS | EVENTS | EAST

We want Shoreditch Town Hall to be a flagship arts and events venue for Hackney and a destination creative space for London.

We want to be a vibrant home for original and adventurous arts and artists as well as hosting a distinctive contemporary performance and events programme to stand alongside the best cultural centres in the city.

The building and its unique character and location in Shoreditch, are central to our identity and we want to celebrate and harness the full potential of our spaces and place through our work.

We want to encourage greater exploration and experimentation from artists and creatives, with the spaces themselves being reinvented or becoming an integral part of the work, always with the aim of giving people unique, surprising or transformational experiences - ones they couldn't have anywhere else. COMMITTED 2,572 AND DEVELOPMENT

HIGHLIGHTS

"The increasingly essential Shoreditch Town Hall... filling the gap in nontraditional performance spaces in London."

LYN GARDNER, THE GUARDIAN

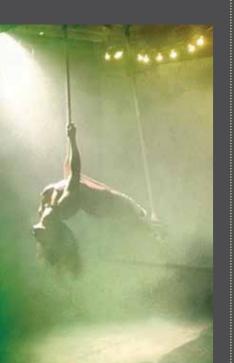


- More than doubled turnover from £366,608 in 2012/13 to £798,838 in 2013/14, moving from a £89,384 loss to a modest unrestricted surplus of £2932, (excluding income and expenditure on capital projects).
- Increased occupancy of spaces to almost 65%, from an average of just 10-15% two years ago.
- Commissioned 4 new works and presented 10 world or UK premieres.
- Reached the next milestone in our capital fundraising, taking the total raised since April 2012 to £1.1m, with £500k of works already completed.
- Invested a further £99k to develop our capabilities as a performance venue, bringing the basement into full use as a performance space known as The Ditch.
- Worked with 143 artists, companies and arts organisations (33 of which were supported, 73 of which were programmed) and programmed 56 productions.

- Established a regular artistic programme, starting with our cabaret festival UNLEASHED in Summer 2013 and culminating with our first full artistic season from January 2014.
- c Continued to develop our events programme, including hosting Digital Shoreditch and NESTA's FutureFest and a total of 1755 individual hires and events during the year, more than double the level of two years ago.
- Committed 2,752 hours
 of space to artists and
 companies for research
 and development purposes,
 to the subsidised financial
 value of £50,745
 (commercial value of
 £378,350) with combined
 in-kind and financial
 investment for artistic
 projects totalling £90,000.

- Celebrated the first birthday of our restaurant, The Clove Club, named fifth best restaurant in the United Kingdom in the National Restaurant Awards 2014.
- Increased building footfall to over 75,000, including welcoming 17,819 audience members through the building (12,631 through our artistic and live performance programme and 5,188 through our learning and engagement programme) achieving an average audience capacity of 81%.
- Established an in-house bar operation, turning over £46,500 in its first year.
- Welcomed Oscar Mike and Simple8 as associate companies.

IN 2013/14 WE MORE
THAN DOUBLED
TURNOVER TO £799K,
GREATLY INCREASING
OCCUPANCY TO OVER
65% ACROSS THE VENUE





ARTISTIC PROGRAMME

"Shoreditch Town Hall has become a playground for experimental theatre makers in recent years... it's got one of the most intriguing line-ups in London"

MATT TRUEMAN, THE TELEGRAPH (on the Jan - July 2014 Season)

This year we have significantly expanded our artistic programme and though - in common with other areas of our work - we are still very much at the early stages of development, this year really has achieved what we aimed for and cemented the Town Hall as an exciting nontraditional arts space. Having piloted our first season of artistic work in October 2012, with 8 productions, working with 49 artists and companies, as shown in the highlights, in 2013/14 we have grown this to 46 productions and 94 artists and companies – with audiences of 4,534 in 2012/13 and 17.819 in 2013/14.

Crucially, through our Evolve programme (see Page 12) we have also been able to significantly increase our support for artists and the development of new work. Our on-going priority is to present original, distinctive live performance – sometimes in development, sometimes complete - that feels at home in or is enhanced by our non-traditional performance spaces. We are trying to avoid regular slots or programme structures so that we can respond to opportunities, whether that is a collection of work that coalesces around key pieces, or new work that comes to fruition through the support we contribute. In doing so, we aim for our programme to remain fresh, surprising and unique to us.

THIS YEAR WE
HAVE COMMISSIONED
4 NEW WORKS AND
PRESENTED 10 WORLD
OR UK PREMIERES,
CONNECTING WITH
NEARLY 18,000
AUDIENCES

This year, The Ditch, our atmospheric multi-space basement, has come into its own. UNLEASHED, a two and a half week festival of cabaret and performance in July included, amongst a busy programme, the final performances of Scottee's EAT YOUR HEART OUT COLLECTIVE and Edinburgh previews of Theatre Ad Infinitum's BALLAD OF THE BURNING STAR.

During the Autumn we continued with a mixture of theatre, comedy and live performance. Highlights included theatre from one of our associate companies, Analogue's RE:ENACTMENTS, commissioned by the Town Hall, and Clerke and Joy's VOLCANO as well as Will Adamsdale's uniquely memorable NIGHT OF STUFF including the talents of The London Snorkelling Team and Stuart Silver. As we moved into 2014, we had the brilliant PARTY SKILLS FOR THE END OF THE WORLD from Nigel Barrett and Louise Mari and we finished the year with a sell out six week run of PHILIP PULLMAN'S GRIMM TALES directed by Philip Wilson introducing the Town Hall to a whole new audience.

Throughout the year, music and comedy nights have been a vital ingredient of the programme. Highlights have included Victoria Hesketh (aka LITTLE BOOTS), who launched her new label On Repeat as well as locally-based acts such as MA POLAINE'S GREAT DECLINE and RAMSHACKLE UNION BAND, while comedy audiences were treated to a rare intimate gig from RUSSELL HOWARD, amongst others.

We are still in the process of developing the technical facilities and infrastructure in our magnificent Assembly Hall, works that will move forward significantly in 2014/15, so the programme is still necessarily occasional in this space. However, two memorable events illustrated brilliantly the kind of territory the Assembly Hall will occupy as an 800 plus capacity character space once works are completed.

At the end of the year, Gandini Juggling's darkly lyrical and visually stunning CLØWNS & QUEENS transformed the space, and demonstrated not just the Hall's potential to host contemporary performance, but also its enormous flexibility in terms of configuration and design.

And highlighting the Hall's potential as a beautifully atmospheric live music space, American singer-songwriter BANKS brought her own brand of dark R&B to Shoreditch in a rare London date in November.

[ARTISTIC PROGRAMME]



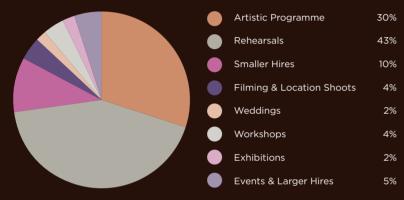


EVENTS & HIRES

EVENTS & HIRES

This year the Town Hall hosted 1755 individual events compared to 767 in 2011/12, more than in any previous year and ranging from meetings and weddings to large, higher profile conferences and multi-platform events.

Activity as a percentage of hours in building



It is often with the larger events or filming that our size, character and flexibility comes into its own, and with recent improvements in technical and in-house facilities, the possibilities are even greater.

In May, we were particularly proud to host Digital Shoreditch 2013, brilliantly showcasing the creative and entrepreneurial local talent of Tech City with their largest festival to date, followed by NESTA's pioneering FutureFest in September. In October we worked with The Future Laboratory, another great local organisation, who brought their XX vs XY trend briefing to us for the first time. We also hosted the BBC's News

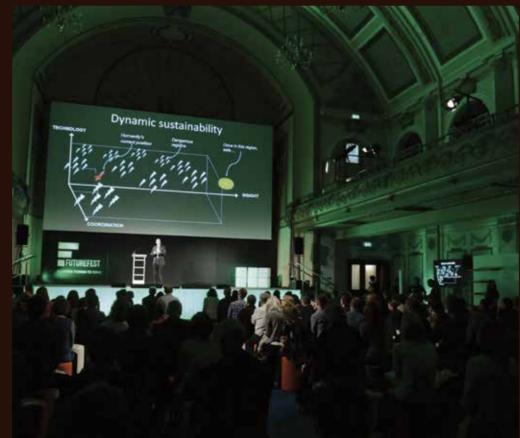
Hack, completing an inspiring quartet of large scale events.

Rehearsals

Performance rehearsals in 2013/14 not only represented almost 10% of our total hires income but have played a vital part of bringing the building to life as a creative space. Following acoustic improvements, The Old Servery, once used for less than 1% of the year as an auxiliary space, is now occupied almost back to back as a rehearsal and development space.











NURTURING ARTISTS & NEW WORK

Nurturing artists and supporting the creation of original, new performance through our Evolve programme (supported by Arts Council England, London) is a core part of our work, whether through investing time and resources, or providing rehearsal and development space. Ultimately we have two goals for Evolve: firstly, we want to firmly establish the Town Hall as a safe, welcoming place for artists to come and make new work, and secondly, through the relationships we build and work we support, to ensure our programme is original and distinctive, often with the end artistic product made specifically for our spaces.

This year, as well as establishing a dedicated Programme Manager & Producer role, we have committed 2,752 hours of space to artists and companies for research and development purposes. This has had the subsidised financial value of £50.745 and commercial value of £378,350. Combined in-kind and financial investment for artistic projects has totalled £90,000, which means for every £1 of project grant funding this year we have invested £2. We have also commissioned 4 new works, presented 10 premieres, and worked with 94 artists, companies and arts organisations, 22 of which were supported by us either financially or with other resources in the development of new work. Overall, 78% of our artistic relationships were through supported residencies, research and development, and presentation.







Associate Companies:

Analogue, theatre O. Simple8. Oscar Mike

Affiliate Companies:

Clod Ensemble, LIFT

Artists, Companies and Organisations worked with in 2013/14

Abigail Collins

Adam Beattie and the Consultants

Alp Haydar

Analogue (Associate company)

BANKS

Belarus Free Theatre

Beth and the Black Cat Bones

Blind Summit Bristol Old Vic

Brooke Sharkey

Bush Theatre

Caroline Horton Cartoon de Salvo

Chloe Dechery

Chris Goode

Christopher Green

Clerke and Jov

Clod Ensemble (Affiliate company)

Complicite

Conev

curious directive

Dan Korn

Dante or Die

Davy and Kristin McGuire

The Dixie Ticklers

Drunken Chorus

Dumbshow

Dunajska Kapelye

East London Dance

EastEnd Cabaret

Eva Magyar and Chris Thorpe

Extant

fanSHEN

Gandini Jugalina

Gareth Richards

Gideon Reeling

Gillie Kleiman

Glassy Essence

Glen Neath and Hannah Ringham

Graeae Theatre Company

Grea Wohead

HighTide Festival Theatre

Hvdrocracker

Joli Vvann

Kamao Quintet

Kirsty Housley

La Mort Subite

Little Boots

London Swing Dance Society

Lucy Beaumont

Lucy Foster

Ma Polaine's Great Decline

Marawa the Amazing

Mark Harrison

Mars tarrab

Matt Forde

Moio Hand

Musical Theatre Network

National Theatre

Neil Callaghan and Simone Kenyon

Nigel Barrett and Louise Mari

non zero one Old Hat Jazz

Oscar Mike (Associate company)

Panicl ab

The Paper Birds

Philip Pullman's Grimm Tales

Piff the Magic Dragon

Puppet Centre

Ramshackle Union Band

RETZ

Ridiculusmus

The Roundhouse

Roulston & Young

The Ruby Dolls

Russell Howard

Sarah Toogood

Scottee

Shoreditch Youth Dance

Simon Egerton

Simple8 (Associate company)

The Swing Ninjas

Theatre Ad Infinitum

Theatre Centre

theatre O

Tom Frankland

Tommy Rowson

TOOT

The Top Shelf Band

Tricity Voque

Whiskey Moon Face

Will Adamsdale (and guests)

A CREATIVE HOME

Along with our associate and affiliate companies, our tenants have always been a crucial part of the life and economy of the building, and this year in addition to welcoming three new tenants, we also let a new space and increased the income from this area of the business by 55% to £173,459 / 22% of total income.

Time Based Arts was formed by Flame artists Mike Skrgatic and James Allen. Time Based Arts are the Town Hall's longest standing tenants, and since taking up residence in the former Caretakers Cottage, has been quietly establishing its reputation as a stellar visual effects company.

Another of our long-term tenants, Theatre Centre, have been creating and touring new plays for the benefit of children and young people since 1953.

Tent London & Super Brands London have carved out an impressive reputation as the most creative of the hubs that anchor the London Design Festival, a beacon for anyone looking to discover the best contemporary design.

My Accomplice is a film and digital production company specialising in bridging the gap between stills and motion.

Big Innovation are a creative change management consultancy who design and build accelerated programmes and capabilities for global organisations, driving collaboration to get the best out of their people and chosen business partners.

Founded in 2002, Godsmark Architecture is a contemporary architecture practice.





THE CLOVE CLUB

In addition to our new tenants, Shoreditch Town Hall is now home to one of the UK's finest restaurants, The Clove Club. This year we celebrated its 1st birthday, as well as its numerous awards: 5th best restaurant in the UK (National Restaurant Awards) and 87th in the world. Bringing together the talents of Isaac McHale, Daniel Willis and Johnny Smith, The Clove Club was one of the most eagerly anticipated openings of 2013 and is very much part of the Town Hall's offer as a destination space.



"THE WONDERKIND SPAWN OF ST JOHN AND NOMA" AA GILL, SUNDAY TIMES

Telephone reservations: **020 7729 6496**Online reservations: **www.thecloveclub.com**

2013/14 ANNUAL REPORT www.shoreditchtownhall.com

A 55% INCREASE

IN LEASED SPACES

ACCLAIMED CLOVE

CLUB. WHO WERE

NAMED 5TH BEST

CREATIVE LEARNING

CREATIVE LEARNING & PARTICIPATION

During 2013/14 we completed the first twelve months of our creative learning and participation programme. Despite not being able to fully resource this strand of activity yet, we are growing the programme sustainably and have focused on three areas:

Workshops and Creative Learning / Skills Development, Dance & Movement / Healthy Living and in terms of schools and young people, Literacy & Reading.

Aimed primarily at younger people and schools, Town Hall Tales, developed with LandSky, launched at the end of February 2013 as a literary event celebrating books, reading and the power of the imagination. With over 2,000 participants and 20 authors, including Benjamin Zephaniah and Michael Rosen, the event was a huge success, and will now form the hub of a regular literacy / reading strand, with satellite events throughout the year.

For older audiences, we began running regular Tea Dances in 2013. These have quickly become very popular, with between 200 – 250 people attending each month. Alongside these events, and to meet demand, we are also running regular Beginners' Ballroom Dance Classes, swing dance evenings with London Swing Dance Society and classes in Hula Hooping with Hackney-based Marawa the Amazing.

Working primarily with our associate companies and the nearly 150 artists that form part of our programme we ran increasingly regular workshops, actively engaging over 5,000 people with a wide range of opportunities to get creative, active and learn new skills. This has included one-off workshops with the likes of East London Dance, Oscar Mike, Shoreditch Youth Dance and Neil Callaghan & Simone Kenyon as well as week-long masterclasses with Coney, Theatre Ad Infinitum and theatre O.

Finally, with the support of The Hackney Volunteer Bureau, we launched a regular volunteering programme this year, creating new ways to get involved with the Town Hall. This has led to 35 people regularly participating as volunteers, with the group growing all the time.

WITH THE SUPPORT OF THE HACKNEY VOLUNTEER BUREAU, WE LAUNCHED A REGULAR VOLUNTEERING PROGRAMME THIS YEAR











FINANCIAL INFORMATION

Income

The significant movements in this year's income and expenditure levels are a result of developing the business in line with the April 2012 business plan. They clearly illustrate the progress away from a single principal income strand of commercial hires – which is both inflexible and lacks wider artistic and community benefits – towards a more diversified income and activity base, eventually to be dominated by artistic and programming income. They also illustrate careful control of expenditure at a time of significant growth for the business.

There have been increases in all areas of income, with growth in like-for-like hires alongside successful diversification. Most notably, grant and charitable income, a completely new strand representing 21.7% of income for the year, has enabled £99,000 of investment in the capital programme and £48,550 in the artistic programme during 2013/14. This in turn will underpin increased hire income as a result of improvements in the building, and increased participation from and value to our local community through a high quality ticketed programme as we move forward. This is particularly crucial as, unusually, the Trust does not, nor ever has, received revenue funding. Whilst the grants received this year are significant, they are time limited / project specific, meaning that in the long-term the Trust must always be

able to generate sufficient earned income to sustain both the programme and ongoing investment in, and maintenance of, a 46,500 sq ft Grade II listed building.

Rehearsals – a new income stream within hires – totalled £38,012, while creating a new tenanted space and achieving 100% occupancy of all existing tenanted spaces (including the restaurant) by the second half of the year increased this income stream by £61,866 on the previous year.

Expenditure

With regard to expenditure, staffing costs have necessarily had to grow to accommodate longer opening hours, and the staffing levels required for public events, however, we have managed to successfully decrease premises overhead costs predominantly through efficiency savings, and without compromising operational standards. Expenditure in this area is now £61,423 lower than it was in 2011/12 against a backdrop of having increased use of the building by more than 50%.

	2012/2013		2013/2014		
INCOME	£	% of total	£	% of total	% change on 2012/13
Hires & Events	212,688	58	357,855	44.8	+68.3
Programme	0	0	34,512	4.3	New
Development & Fundraising	6,000	1.6	169,856	21.3	+2,731
Leased / Rents	111,593	30.5	173,459	21.7	+55.4
STH Bar & Catering	9,250	2.5	45,309	5.7	+390
Other / Misc	27,077	7.4	17,847	2.2	-52
TOTAL	366,608		798,838		+118
	2012/2013		2013/2014		
EXPENDITURE	£	% of total	£	% of total	% change on 2012/13
Staff & Salaries	220,359	48.3	320,702	42.5	+45.5
Programme	0	0	95,059	12.6	New
Premises Overheads	167,346	36.7	126,068	16.7	-33
Marketing & Comms	12,138	2.7	27,560	3.7	+127
Administration	41,639	9.1	46,699	6.2	+12.1
Other / Misc	14,510	3.2	38,901	5.2	+168
Capital Works	see note	-	99,067	13.1	New
TOTAL	455,992		754,056		+65%
Restricted Income	0		-41,850		
Surplus / Loss	-89,384		2,932		

Note: Capital works income and expenditure were accounted for separately in 2012/13. All figures are taken from year end management accounts prior to audit.



STAFF & BOARD

Staff

Director Nick Giles

General & Finance Manager Joanne Windsor

Sales & Marketing Manager Ian Wilmot

Programme Manager & Producer James Pidgeon

Venue Manager Grant O'Brien

Front of House Manager Zena Sayers

Events & Office Administrator Claire Alder

Marketing & Development Assistant Erica MacArthur

Finance Assistant Rachel Windsor

Reception & Events Assistants Olivia Barratt & Amy Stone

Duty Managers Shane Hough Jack Booth Grace Chamier Casual Staff Members

Daniel Bartlett

Sakara Dawson-Marsh

Andrew Ekwueme

Barney Evans-Doran

Stephen Hoo

Ben Hood

Chris Mason

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London Borough of Hackney

The Linbury Trust

The Foyle Foundation

Biffa Award

Cockayne - Grants for the Arts and The London Community Foundation

And with thanks to the many individuals, companies and organisations who have supported us during the year.

Please note: represents current staff $% \left(1\right) =\left(1\right) \left(1\right) \left$

SHOREDITCH TOWN HALL

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→ Hackney



