

# Mayflower Theatre



ANNUAL REPORT 2021/22



# Chair's Report



**It was a relief to finally reopen our doors in June 2021. Since then, we have been encouraged by the return of our valued customers to our theatre and, after 15 months of closure due to the COVID-19 pandemic, it was wonderful to bring the theatre back to life.**

Initially operating under social-distancing measures, by the autumn that restriction was lifted and we found the numbers returning to the theatre steadily grew as our audiences regained confidence to return to large venues. We were grateful that a relatively small number of customers whose shows had been rescheduled took refunds and therefore the advance sales remained strong. For the rest of the year we remained cautious about the potential for further COVID-19 related restrictions but were relieved to end the year having delivered the planned artistic programme.

Our executive team, alongside our staff, have worked tirelessly to ensure our audiences, touring shows, and each other were protected from ongoing outbreaks as best as possible with appropriate measures in place in line with government guidelines. They continued to ensure our audiences were well informed and supported them when COVID-19 related illness necessitated booking changes.

With a cautious approach, and careful planning and monitoring, we are very pleased to report a better-than-expected result across our group of three companies with a surplus of £688,801. The group's general reserve now stands at £8,398,067. This will allow us to grow our community engagement and invest in our future.

Recruitment has been a particular challenge, a pattern seen across many sectors. We now have over 30% new staff with some roles still being recruited. We would like to thank all our staff for their support over the year; for those who accepted being necessarily placed on furlough; for those who continued to work to ready the business for reopening; and to all our staff old and new who have been instrumental in returning us to full operation. Our staff have always been the backbone of the theatre and we are grateful for their support.

**“We also found the numbers returning to the theatre steadily grew as our audiences regained confidence to return to large venues”**

**We're pleased to report a better-than-expected result, with a surplus of £688,801**

We have adapted our approach to recruitment to ensure we represent the community we serve. A diverse team is demonstrably a better team and we are pleased to see the percentage of colleagues from the global majority increase to 15%. This is progress we are committed to see reflected on our stage and in our audiences too.

With much gratitude we bid farewell to Malcolm Le Bas as he stepped down from the Board in November. Malcolm had been a director since joining in June 1997, becoming Chair in November 2015. His support, expertise, and advocacy were exemplary and we are very thankful for all he did for the theatre.

We also bid a fond farewell to Lindsey Noble in September 2022 after 10 years' service on the Board. Her contributions, particularly relating to education, safeguarding and governance were appreciated.



**“We now have over 30% new staff with some roles still being recruited. We would like to thank all our staff for their support over the year”**

We thank our loyal sponsors and partners *Paris Smith, Beechdean, The London Hotel, Geo Speciality Chemicals, Peter Cooper, TNG Engineering, and HWB Chartered Accountants* for their continuing support.

Finally, I would like to thank my fellow directors and our Company Secretary, for their commitment to the strong governance and continued success of this wonderful theatre.

*Paula Claisse*  
**Paula Claisse**  
Chair



**The Mayflower Theatre Trust is a charity which receives no direct funding from public bodies.**





# Chief Executive's Report



**Having not opened to the public until 3 months into the financial year, we presented 277 performances, welcoming 360,480 customers back which represents 76.5% capacity.**

Programming remained challenging with many shows having been moved from the closure period into the year making it difficult to present a balanced programme with our usual mix of genres. Our most highly attended shows were *Cinderella*, *Les Misérables*, and *The Book of Mormon*.

We did achieve variety in our programme as we continue to meet our strategic aims by presenting opera, ballet, musicals, drama, family-friendly shows as well as one-night concerts. Our dance programme included Rambert: *Draw From Within*; Carlos Acosta's *On Before*; Birmingham Royal Ballet's *Don Quixote*; Matthew Bourne's *Nutcracker!*; Northern Ballet's *Merlin*; and the ever popular *Riverdance*, one of our most highly attended shows of the year.

Our association with Welsh National Opera continued with productions of *Madam Butterfly* and *The Barber of Seville*. Family friendly shows included *Dragons and Mythical Beasts* and *Fireman Sam*, *Bedknobs and Broomsticks* and *The Lion*, *The Witch* and *The Wardrobe* also proved popular for families.

Our pantomime *Cinderella* was a particular highlight of the year with a wonderful cast led by Craig Revel-Horwood, Richard Cadell with Sooty and Sweep. We know that the Christmas show is many young people's introduction to theatre, and it was delightful to see so many young families in the theatre and hopefully converted to the joy of live theatre. Richard, Sooty and Sweep proved so popular we have brought them back for *Goldilocks and the Three Bears*, our 2022 pantomime.

**“We know that the Christmas show is many young people’s introduction to theatre, and it was delightful to see so many young families in the theatre and hopefully converted to the joy of live theatre”**



**277**  
PERFORMANCES  
HAVING ONLY BEEN OPEN  
**FOR 9 MONTHS**  
OF THE FINANCIAL YEAR

We welcomed  
**360,480**  
customers back which  
represents **76.5%**  
capacity



# 6,890

## Participants took part in our community and outreach initiatives

We continued to take our advocacy role seriously as part of the vibrant local cultural scene including playing a key role in Southampton's City of Culture 2025 bid.

Whilst the bid was unsuccessful it has strengthened the relationships and collective determination to ensure we all continue to provide a diverse and accessible cultural offering for our region.

Our Engage work continued, initially virtually whilst restrictions slowly began to lift. We saw 6,890 participants take part in our community and outreach initiatives.

It is clear that the value of the arts was felt and appreciated during the closure period, but our industry is still in the process of recovery. Now, more than ever, we need to be working together to safeguard the future and we will ensure we continue our altruistic approach to partnership in our community and with all our stakeholders.

*Michael*  
**Michael Ockwell**  
 Chief Executive

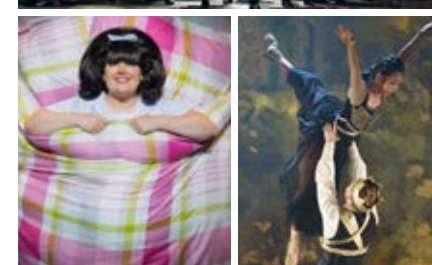
**“It is clear that the value of the arts was felt and appreciated during the closure period, but our industry is still in the process of recovery”**



Photograph: SIX The Musical

## SHOWS 2021/22

We thank all the performers who have appeared on our stage in these productions this year

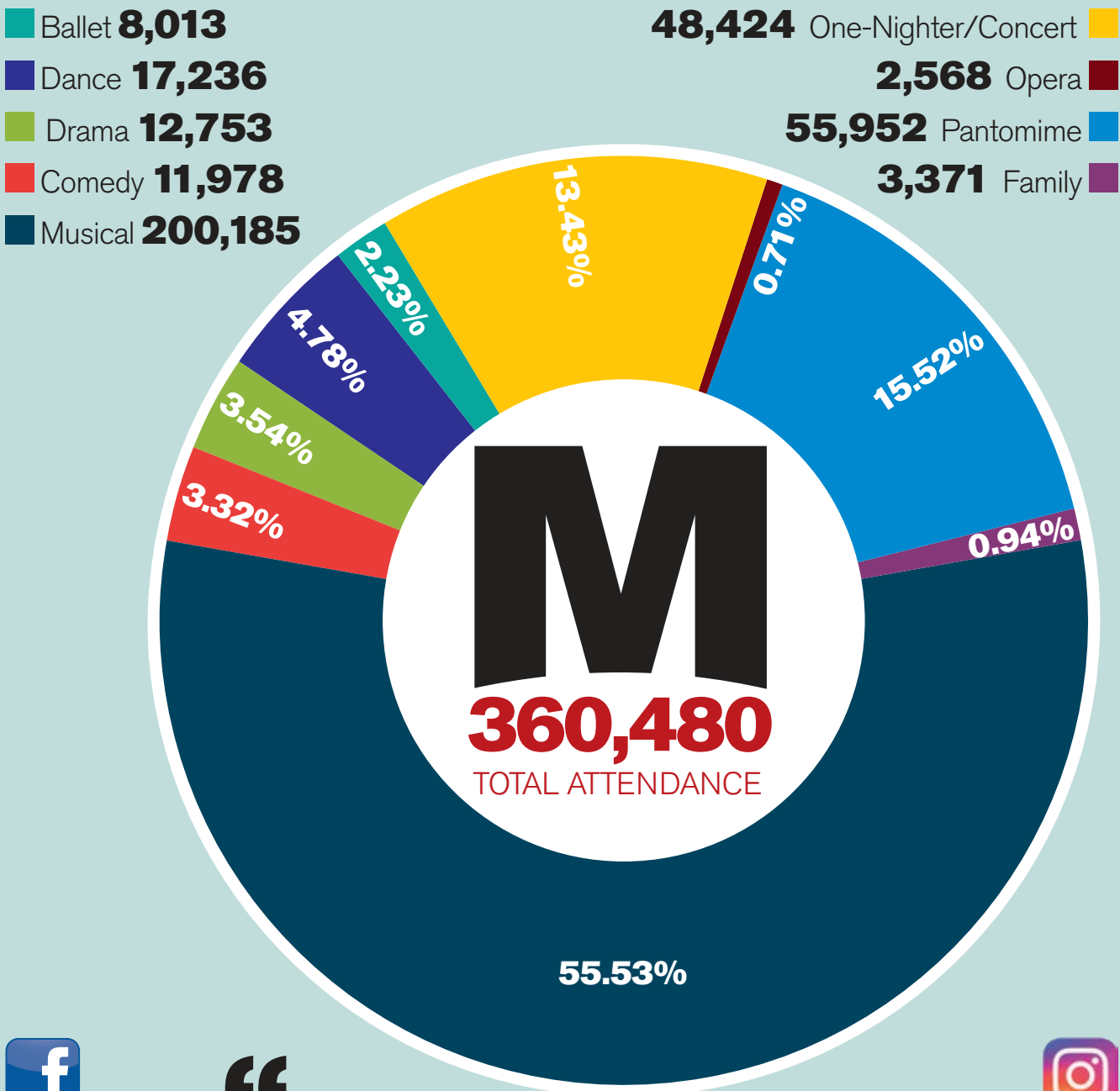


Northern Ballet's Merlin  
 Birmingham Royal Ballet's Don Quixote  
 Magic Goes Wrong  
 Groan Ups  
 Rambert Live – Rooms  
 Rambert – Draw From Within  
 Carlos Acosta – On Before  
 Riverdance  
 Peter James' Looking Good Dead  
 The Curious Incident of the Dog in the Night-time  
 Dragons and Mythical Beasts  
 Fireman Sam  
 Rocky Horror Show  
 Hairspray  
 SIX  
 9 to 5 – The Musical  
 Blood Brothers  
 Priscilla, Queen of the Desert  
 Grease  
 Chicago  
 The Lion, The Witch and The Wardrobe  
 Everybody's Talking About Jamie  
 Bedknobs and Broomsticks  
 The Book of Mormon  
 Les Misérables  
 A Beautiful Noise  
 Adam Kay – This is Going to Hurt  
 Jimmy Carr – Terribly Funny  
 Sarah Millican – Bobby Dazzler  
 Beyond the Barricade  
 Waterloo – The Best of ABBA  
 Magic of Motown  
 Big Girls Don't Cry  
 Pop Princesses  
 Come What May  
 The Simon & Garfunkel Story  
 Think Floyd  
 Bowie Experience  
 Believe – The Cher Songbook  
 Jasper Carrott – Stand Up and Rock  
 Elvis Tribute World Tour  
 Daniel O'Donnell  
 Steve Hackett  
 Level 42  
 Spectacular Classics  
 Crazy for Gershwin  
 Fastlove  
 Lost in Music  
 Sixties Gold  
 David Suchet  
 The Greatest Love of All  
 Fascinating Aida  
 The Sensational 60s Experience  
 Jools Holland  
 Anything for Love  
 A Question of Sport Live  
 What's Love Got To Do With It?  
 The Pundits  
 Jack Dee – Off the Telly  
 Anton & Erin  
 Welsh National Opera Autumn Season  
 Cinderella





# Attendance by Genre 2021/22



  
**73,328**  
Facebook likes\*

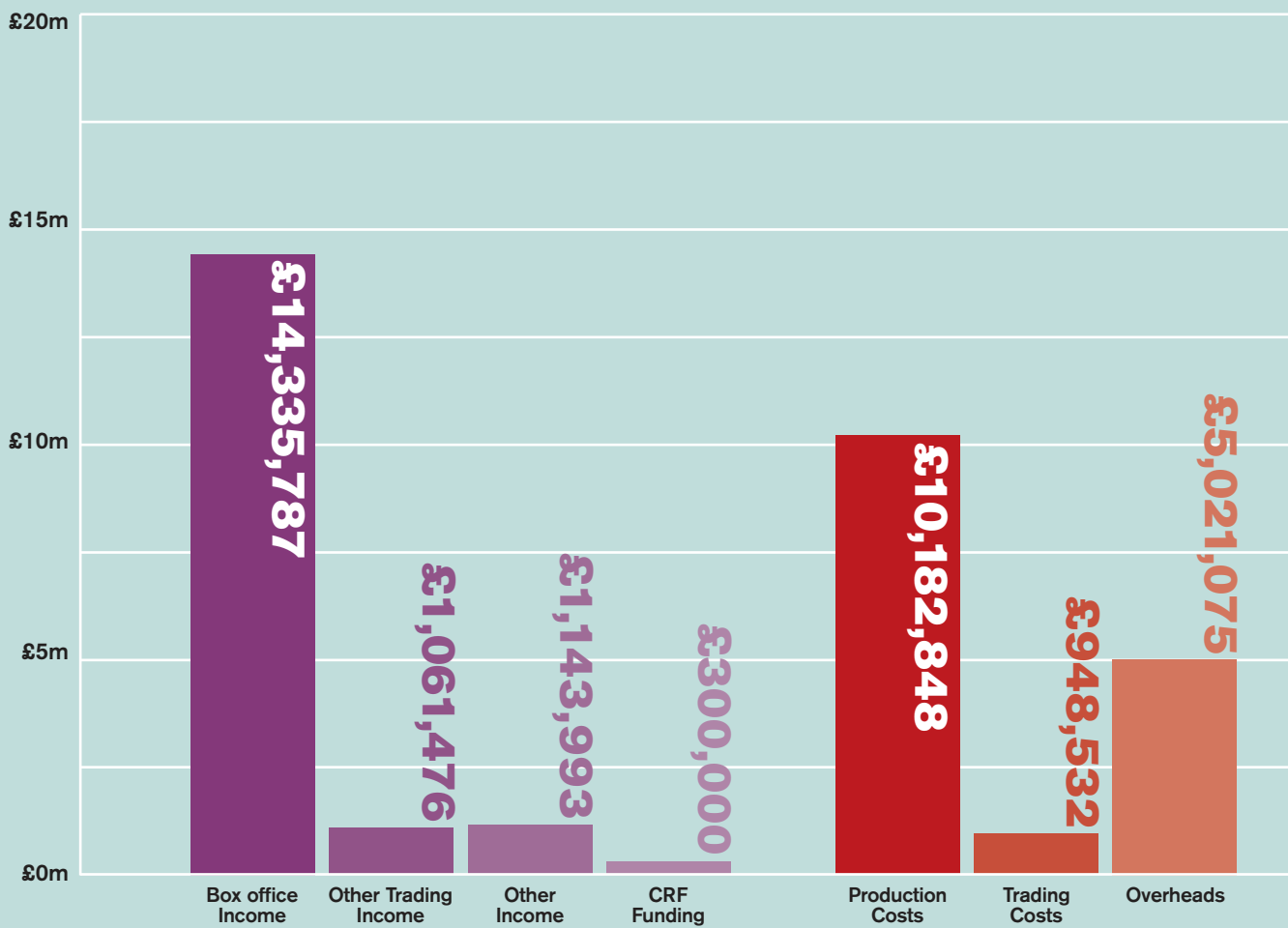
“We came to panto tonight, the first time taking our kids and they absolutely loved it, as did we. Amazing evening! I haven't laughed so much in years!  
  
Cinderella was amazing!!! So good to be back at the theatre, such an amazing show! We laughed so much, thank you XX❤


The whole family were mesmerised by The Lion, The Witch and The Wardrobe, it was such a spectacular production. Thank you for bringing this wonderful story alive on stage for us all.”

  
**18,499**  
Instagram followers\*

# Income & Expenditure 2021/22

Total Income\*\* **£16,841,256** | Our total Surplus for the year was **£688,801** | The theatre retained an average **30.5%** of ticket sales



  
**3,285**  
TikTok followers\*

“I was lucky enough to see Jamie last night it was just amazing. Layton Williams was just outstanding and so were the rest of the cast. Also well done to all the staff at Mayflower Theatre who were very efficient at getting everyone safely in.”

Grease was just superb👍👍👍 love it!!! Thank you for the incredible show @peterandre @greaseuktour @mayflower\_theatre

  
**26,543**  
Twitter followers\*

\*As of 1 September 2022

\*\* (Including government's CRF funding £300,000 and investment income and gains)

# Community Engagement



**This year we returned to in person sessions for most activity across the Engage offering.**

## Youth

We offered our Summer Youth Project this year, **Summer Holiday**. 114 young people were in the cast but we were unfortunately not able to complete the project due to the impact of COVID. We did however hold a private performance of the work on Wednesday 25 August to an audience of families and friends.

Our weekly Youth Theatre sessions offered opportunities over the year to 4 groups of young people aged 11-18 years to develop their skills and talents, have fun and make friends with other likeminded young people. There were 1,768 engagements over the year.

A group performed **Wind / Rush Generation(s)** as part of the NT Connections Festival with 12 young people in the company performing to 134 audience members.

Mayflower Young Writers and Mayflower Junior Writers had a total of 593 engagements over 55 sessions. These sessions are offered in partnership with our associate spoken word company ArtfulScribe and supported by funding from Arts Council England.

Mayflower City Eye Young Film Makers continued to run in conjunction with our associate community film company City Eye, giving young people the opportunity to get involved in film making. We ran 20 sessions over two terms and saw a total of 107 engagements. The group created a short thriller film set in the 1950s. They went through the whole creative process of writing a script, sourcing props, building the set, to a final production. We restarted our Youth Council, which is made up of young people who attend our regular activities, after a pause due to COVID-19.

**114** Young people were in the cast of our Summer Youth project **Summer Holiday**



Photographs: Summer Holiday

# 1,768

Youth Theatre engagements over the year

**“Well done to all involved – despite difficult circumstances – it was a fantastic show! Thank you to all involved for working so hard to make this happen.”**





# Community Engagement *continued...*



Photographs: Thank Friday It's Improv (left) and NT Connections 2021 (bottom).

## Education

We have offered 40 education workshops, tours, CPD sessions, concerts, mock interviews and careers events with 2,005 young people taking part from schools and colleges around the region. These included a Theatre in Education tour that worked alongside the charity Silent Mind and visited schools and colleges across the region.



We also were pleased to present another schools concert with Welsh National Opera. We began a partnership project with ZoieLogic, ArtfulScribe and SoCo Music which was funded by The Office of The Police and Crime Commissioner. This enabled us to work with 4 schools across Southampton focusing our work within the inclusion and pupil referral units.

We also worked on a holiday project with community arts company In Focus and Polygon School delivering workshops and a tour at the theatre. There were 31 engagements in this group. The project consisted of using photography in performing arts settings and culminated in a public exhibition at MAST Mayflower Studios. The participants also all achieved their Discover Arts Awards.

We were privileged to mentor a young person on their Gold Arts Award. This young person has participated in our Engage activity for over 9 years, since its inception, beginning with *Bugsy Malone* in 2013. He completed a volunteering programme with Mayflower Theatre and MAST Mayflower Studios and is now studying at University.

# 593

Mayflower Young Writers and Mayflower Junior Writers engagements over 55 sessions

## Community

Open Voices, our singing for wellbeing choir for the over 55s, had 166 engagements and a return to our online sessions. We also ran Mayflower Movers which saw 18 participants take part online with the sessions. This led us to run dance for wellbeing sessions called Dance in Care where we provided online sessions to various care homes with 418 engagements. Our Heritage Volunteers restarted in February after a break of 2 years. The group was delighted to resume and now meets weekly. There were 43 engagements across the sessions.

## Participation

We have been able to offer 3 show events and tours this year. We also offered a range of public workshops for young people, families, and adults with 53 participants taking part across 9 events.



Photograph: Mayflower Young Writers

## We are always grateful for the positive feedback from participants over the past year:

"Well done to all involved – despite difficult circumstances – it was a fantastic show! Thank you to all involved for working so hard to make this happen."

*Summer Youth Project Participant*

"I just wanted to say how much my daughter has loved every minute of being involved in Summer Holiday. Thank you so much for giving them all this amazing experience I'm so glad she's been able to be involved doing what she loves."

*Summer Youth Project Parent*

"Can you please pass on our genuine thanks for the last 10 days and yesterday's performance. They have had the time of their life!"

*Summer Youth Project Parent*

"The issues raised in the performance were really well explained and provided good advice that was helpful to those who may suffer with the issues or with those who may have friends/family in those situations. They were presented in a really accessible way."

*Teacher on Silent Mind Tour*

"This was a really great opportunity for children who live in deprived areas. We brought all our pupil premium children who would never have been taken by their families to this type of concert so it was excellent to see their faces and delight. Thank you and please keep doing this!"

*Teacher on Welsh National Opera Schools Concert*



"They were captivated on their return to school and told anyone who would listen about what they had seen!"

*Teacher on Welsh National Opera Schools Concert*

"Thanks for a great virtual tour, a very enjoyable hour or so in your company. A real tour is also a must at some point."

*Virtual tour participant*

"Thank you I had lots of fun!"

*SCC Course Participant*

Photograph: Summer Holiday



# DIVERSITY & INCLUSION

## More than words

Mayflower Theatre has been committed to **Equality, Diversity and Inclusion** for some time but the events around Black Lives Matters made us assess approach and processes. In September 2020, we set up our Diversity & Inclusion working group comprised of staff from all departments within the theatre to review, develop and shape our strategies. As an example, the working group rewrote our job description template so that it uses inclusive language.

**We also set up links with the following groups:**

**Our Version Media** – A local group that work with diverse community groups. They are a well-known, trusted group to work with and great advocates. This relationship has subsequently developed, and they are now one of our partners. Customer facing roles are advertised through their newsletter. They also attended one of our D&I working group meetings and made a presentation and have been an active member of our **“Community First Night”** tickets where they encourage members of their community to come to the theatre for the first time.

**Tangle Theatre Company** – A theatre company based in the Southwest who create work celebrating their black African heritage. Their production of **Richard The Second** will appear in MAST in autumn 2022 and our Leadership team are undertaking a developmental experience called **Kukura** which is a series of talking points challenging us to think about race in a different way.

**Creative Access** – A social enterprise organisation interested in young people from diverse backgrounds, those with disabilities, and those who have come up through social care. All our jobs are advertised on their website including advertising vacancies on the board and bespoke placements. We are also undertaking some of their bespoke training courses around neuro diversity/inclusive recruitment.

**The Clear Company** – They facilitated a series of focus groups to understand our culture and carried out an audit of our company documentation which resulted in an adaption of the language we use in our internal policies. They also run our Diversity and Inclusion training which is mandatory for all new joiners and refreshers are periodically done for all staff.

**SoCo Music Project** – A Southampton based company who work in outreach and community through mainly music-based work. We are working with their Black Youth Forum.

**Arts Asia** are one of our associate companies and we actively participate in the annual **Mela Festival**.

**We support Black History Month;** our programme is more reflective of our community, and we have partnered with a local author to share Mayflower's black history archives as research for his book.

From January 2021 we captured EDI data as part of our recruitment process and current staff have updated their data. With the active measures we have taken we have seen a significant change in our workforce. From April 2021 to March 2022 we have a 22% increase in our colleagues from the global majority and an increase to 23% of the workforce for those who have a disability. We will continue to monitor, reflect upon, and adapt our policies and procedures to ensure we are working to best practice.

# Directors ★ Members ★ The Team



**Paula Claisse**  
Chair



**Nick Vaughan**  
Vice-Chair



**Guy Allison**  
Director  
*(appointed Sep 2022)*



**Dawn Fowler-Stevens**  
Director



**Rachel Hall**  
Director  
*(appointed Sep 2022)*



**John Hannides**  
Director



**Colin Lewis**  
Director



**Shaun Pantling**  
Director



**Bob Primmer**  
Director



**Kim Romero**  
Director



**Sam Sargent**  
Director  
*(appointed Sep 2022)*



**Mike Smith**  
Director



**Malcolm Le Bas**  
Chair  
*(resigned Oct 2021)*



**Michael Ockwell**  
Chief Executive



**Catherine Jones**  
Company Secretary



**Isobel Gatward**  
Life President and Member

**MEMBERS:** Dennis Bunday, David Chisnall, Ursula Derejko-Cooper, Philip Daniells, Stephen Daniells, Alison Farrell, Isobel Gatward, James Gatward, Mike Gordon, Bob Niddrie, Lindsey Noble, Tim Prentki, Christine Taylor

**THE TEAM:**

Mercy Ageitu	Nikki Cummings	Liv Hickman	Claire Morris	Cas Small
Jacob Allen-roe	Ian Cunningham	Molly Hillis	Lewis Mullins	Karen Small
Jeanette Anelli	Lee Curant	Brooke Holloway	Jackie Munden	Jamie Smith
Nicole Anelli	Eoin Daly	Maude Holloway	Jayde Murphy	Don Smith
Benjamin Axson	Max Danbury	Dan Holmes	Pat Norrish	Ben Smith
James Ayres	Claire Darroll-Brough	Doug Holmes	Michael Ockwell	Alex Smith
Lori Bailey	Almagul Daulbayeva-Knowles	Sarah Hook	Jan Onoufriou	Julie Starkey
Sarah Banerjee	Carys Davies	Daniel Hornsby	Natalie Onoufriou	Magda Surma
Angie Barks	Charlotte Daykin	Sarah Houston	Roy Osborne	Ali Sutton
Grace Bartlett	Neil Daykin	Scott Hughes	Patrick O'Sullivan	Charlotte Tanner
Bekki Bartlett	Charlotte Dillon	Georgie Hughes	Karen Ovens	Lee Taylor
Victoria Bell	Keith Dixon	Jasmine Jackopson	Millie Page	Alison Tebbutt
Gemma Bifield	Annabel Drury	Mandy James	Sue Pake	Paul Thompson
Aimee Biggs	Dee Dundon	Wayne Jarrett	Judith Palmer	Chris Tibble
Hannah Binnington	Iris Dyer	Steve Jarrett	Sandra Parkinson	Becky Tipton
Becky Birkett-Mills	Keesha Edwards	Catherine Jones	Kerry Payne	Anne Toner
Hannah Bolam	Nathan Etherington	Tracy Joynes	Mark Pearce	Jen Tonks
Sam Bourne	Kira Fairbairn	Amy Kavanagh	Sam Pearson	Sandy Town
James Boyd	Sara Fairclough	Darrel Kazi	Jan Peirson	James Tranter
Rebecca Boyle	Luke Field	David Kennard	Amy Pickard	Karen Trewick
Nicky Bradbeer	Tasha Finch	Tina Kennedy	William Pickering	Steve Turner
Kym Bradley	Julia Fordham	Ben Kiff	Matthew Pike	Josh Utteridge
Karen Brett	Rachel Fox	Adam Killey	Rachel Pike	Lucy Uttley
Caitlin Bromley	Gee Frampton	Simon Knowles	Scott Poulton	Mante Vanagaite
Steve Brook	Amy Frampton	Gary Lambert	Alice Powell	Karleen Vang
Charlie Brown	Elli-Rose Francis	Kim Lange	Mark Raggett	Barend Venter
Megan Bryan	Jack Freeman	Steven Le Grange	Daniel Reeves	Elle Vince
Megan Bryant	Michelle Gath	Dusty Lee	Jessica Rice	Aaron Virdee
Sarah Buchanan	Karen Gaze	Jess Lee	Pauline Richards	Toby Walker
Tom Buckingham	Sam Glass	Grace Lockyer	Nigel Roache	Anthony Wateridge
Nicki Campbell	Melanie Grace	Sian Lowe	Katey Roberts	John Waterworth
Chris Campbell	May Grafton	Hannah Luscombe	Tom Robinson	Julia Weaver
Georgie Cannon	Sarah Griffiths	Alex MacArthur	Bethany Rose	Rob Wells
Peter Caplen	Joel Griggs	Sonya Mackney	Jo Russel	Charmaine West
Gareth Carr	Valentina Guerrero	Laura Man	Ajay Sahota	Bob Whiting
Leigh Carter	Carol Gulliver	Kerryann Mann	Morgan Saunders	Kirsty Wigginton
Ana Carvalho	Jenny Hadley	Hannah Mason	Cheryl Scammell	Chris Wilkes
Viv Challice	Emma Hamilton	John May	Holly Scott	Justin Williamson
Rob Clayton	Robin Hancox	Naoise McFarland Fitzgibbon	Karen Scriven	Ella Mae Willoughby
Rob Coates	Mike Hann	Ian McNally	Cassie Sear	Rosie Wills
Cat Coleman	Karen Hannaby	Beth McKeeman	Sam Sennett	Patryk Wienski
Ann Collins	Sharon Hannah	Rebecca McKillop	Joel Shepherd	Michal Wojtanowicz
Rhys Coombs	Daniel Harris	James McKillop	Sophie Sherwood	Lauren Wood
Matt Cornell	Alison Harrison	Lucy Merry	Justice Sibanda	Lydia Wooldridge-Finch
Tommy Cosser	Chantelle Harvey	Matt Miles	Megan Simmonds	Martyna Wrobel
Tim Coultas	Paul Hatchett	Charlie Mitchell	Tova Sjostrand	Charlotte Wye
Aiden Crouch	Jack Hayward	Jonny Moody	Emma Skane-Lawrence	Dee Young
	Ben Heath	Richard Morgan	Sharon Skeats	Sarah Zeiler
		Daryl Morgan Radford	Lucy Small	



During this year Mayflower Theatre was kindly supported by:



# Mayflower Theatre

Mayflower Theatre, Empire Lane  
Southampton SO15 1AP  
02380 711800  
admin@mayflower.org.uk  
[www.mayflower.org.uk](http://www.mayflower.org.uk)

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