

Sustainability

The NT keeps a constant eye on sustainability and efficiency, streamlining operations, processes and practices to achieve the best and fairest use of our resources, of both money and people.

The NT Future redevelopment will bring a larger building footprint and an increased volume of activity. However, we will more than offset the costs by investing in energy-saving measures, increasing self-generated revenue, improving operations and finding efficiencies and savings.

Financial Sustainability

The National had another very strong financial year, with significant box office income at its theatres on the South Bank, and the continued success of *War Horse* at the New London Theatre and *One Man, Two Guvnors* at the Theatre Royal Haymarket. In addition, four international productions of *War Horse* ran during 2012-13.

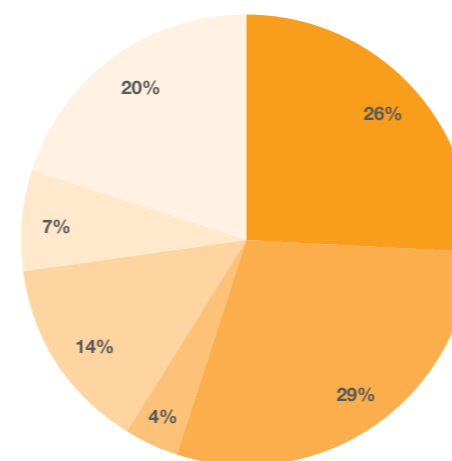
The Development department raised £10.5m for NT Future (including £1.9m from Arts Council England as the first tranche of their

£17.5m grant), as well as £7.1m for revenue activity from individual giving, corporate sponsorships and commercial promotion.

Our current levels of activity are dependent on the funding received from the Arts Council (£17.5m in 2012-13, representing 20% of income). The NT saw its Arts Council funding cut in the year by 4.4% (£0.8m) but was able to use its income from commercial productions to offset this reduction; finance the construction of The Shed, the temporary theatre open in 2013-14 whilst the Cottesloe Theatre is redeveloped; and run *Inside Out*, the extended 2012 summer festival programme.

After designations to the funds for capital and NT Future, the balance on unrestricted reserves is £2.6m.

The National maintains a balance between self-generated income – box office, fundraising, exploitation of National Theatre productions and catering and front of house trading – and public subsidy from Arts Council England (ACE).



- Box Office at the NT
- UK Commercial Productions
- International Commercial Productions
- Trading and other income
- Fundraising
- ACE grants

Set out below is a summary statement of income and expenditure. It combines the National's unrestricted income and expenditure with short-term project expenditure funded by earmarked donations (restricted funds) and the element of the regular ACE grant which has been restricted to capital expenditure (£1.4m). It excludes NT Future income and expenditure which is treated as a long term project, as well as movements in any other long term restricted funds.

	2013 £m		2012 £m	
Income				
Box office at NT	22.5	26%	20.0	25%
UK Commercial Productions	25.1	29%	22.2	28%
International Commercial Productions	3.8	4%	2.6	3%
Trading and other income	11.9	14%	10.8	13%
Fundraising	6.3	7%	6.6	8%
ACE grants	17.5	20%	18.3	23%
Total	87.1	100%	80.5	100%

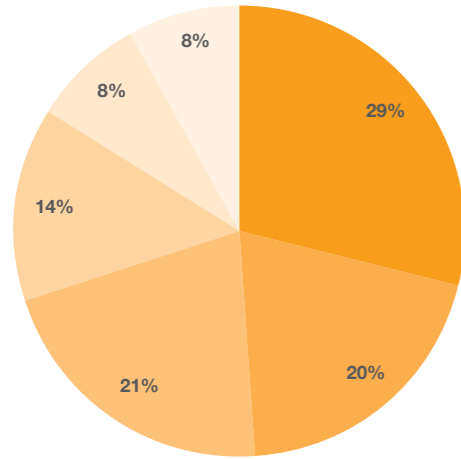
	2013 £m		2012 £m	
Expenditure				
Production costs	36.0	43%	34.9	48%
UK Commercial Productions	23.6	28%	18.8	26%
International Commercial Productions	4.1	5%	1.7	2%
NT Learning & Public Engagement	6.8	8%	5.5	7%
Research	1.6	2%	1.7	2%
Trading	9.4	11%	8.1	11%
Fundraising	1.5	2%	1.5	2%
Irrecoverable VAT	1.0	1%	1.1	2%
Governance	0.2	0%	0.2	0%
Total	84.2	100%	73.5	100%

Transfers		
Use of restricted project funds	0.1	(0.1)
Designation of funds:		
Capital	(2.7)	(3.5)
The Shed	(1.7)	0.0
War Horse International	1.4	(1.4)
NT Future	0.0	(1.7)
Net surplus on unrestricted funds	0.0	0.3



Sustainability continued

Production expenditure at the National Theatre and on tour represented 43% of total expenditure for the year; a further 33% of expenditure was for UK and international commercial productions.



- Performance running
- Actors and Musicians
- Production build
- Planning and direction
- Writers, Directors and Designers
- Touring

National Theatre paid attendances (thousands)	2008/09	2009/10	2010/11	2011/12	2012/13
Olivier	402	364	355	353	342
Lyttelton	310	322	285	286	314
Cottesloe	105	98	104	108	103
War Horse		398	408	422	404
One Man Two Guvnors				208	278
Curious Incident of the Dog in the Night-Time					23
Other				8	16
Total	817	1,182	1,152	1,385	1,480

Attendance as % of capacity	2008/09	2009/10	2010/11	2011/12	2012/13
	93%	90%	90%	92%	90%

Number of performances:	2008/09	2009/10	2010/11	2011/12	2012/13
Olivier	383	384	343	357	339
Lyttelton	376	393	373	391	394
Cottesloe	347	355	373	368	325
War Horse		414	414	421	409
One Man Two Guvnors				159	400
Curious Incident of the Dog in the Night-Time					31
Other				50	61
Total	1,106	1,546	1,503	1,746	1,959

A full Financial Review and Financial Statements for 2012-13 is available and can be downloaded from www.nationaltheatre.org.uk/annualreport



'I now realise that the Stockport of *Port...* is more a place of my imagination. Sometimes, coming back to this play has felt like sitting on the back seat of the top deck of the 192 bus with Marianne and Rachael, listening to the Stone Roses and talking about Paul Scholes – heading out of Manchester, heading home.'

Simon Stephens, *The Guardian*

Sustainability continued

Environmental Sustainability

The NT recognises that as one of the world's major production theatre companies, its activities have significant environmental impacts which it has a responsibility to minimise. The NT has been at the forefront of energy-saving practice and aspires to lead by example in the theatre sector.

The Combined Heat and Power plant (CHP), whose installation was a significant element of the NT's Environmental Master Plan, came online in January 2013. By generating heat from waste exhaust, an overall reduction of 6.7% in carbon emissions has been achieved since the start of the project. Further savings will be made in summer

2013 by implementing a cooling strategy, utilising the absorption chiller and thermal storage.

The installation of 37 automated meter readers (AMRs) was completed in February. By targeting specific zones of the building, we can focus on electrical energy consumption area by area and, in some cases, even at departmental level. By analysing this data we can look for trends and interrogate anomalies; our initial priority will be to reduce overnight consumption. Electrical distribution equipment installed as part of NT Future is fitted with AMRs as standard; these will feed into our existing data collection, Trend Energy Manager software, allowing us to build up historical statistics and simplify the analysis of large amounts of data.

Low energy usage has been a guiding principle in the design for the NT's temporary venue The Shed, which is connected to the Combined Heat and Power Plant. The building is also naturally ventilated, which generated the shape

of four corner towers that draw air through the building. With architects Haworth Tompkins we explored the possibility of designing a building that could be fully re-used but decided the extra construction cost, and transport costs for a moveable building, could not be justified. It has therefore been constructed out of materials designed to be recyclable, such as plywood and unpainted steel, and wherever possible with components re-used from elsewhere: all the seating and most of the lighting have been re-used from the Cottesloe Theatre.

The NT adheres to a zero-to-landfill waste policy with a building-wide recycling programme that aims to enlist all staff. In partnership with recycling company Paper Round, last year we achieved a 60% recycling rate. 38,910kg of paper were recycled; 250,730 kg of CO2 and 463 trees were saved. General waste is taken to a plant where energy from incinerated waste is pumped back into the National Grid.



37

automated meter readers
installed

39,960kg

food waste composted

