



CAPITAL  
THEATRES

# Annual Review 2022-23



FESTIVAL  
THEATRE  
EDINBURGH



KING'S  
THEATRE  
EDINBURGH



THE  
STUDIO  
EDINBURGH



# Introduction from the CEO and Chair of Capital Theatres

After two exceedingly difficult years for the sector, 2022/23 saw a welcome return to near normality with theatres able to open their doors again. Audiences, understandably, took time to feel safe to return to public spaces. By the end of the fiscal year, it was therefore heartening to see Capital Theatres' auditoriums once again full of people of all ages together enjoying theatre, dance, opera, comedy, film, children's shows, musicals and all our weekly activities.

Capital Theatres is an important arts charity in the city and a vital cultural organisation. The board and I have been impressed by the wide range of activities delivered during this year. From co-productions and commissions supporting and growing Scottish talent, to impactful community creative engagement, as well as saving the King's Theatre and kickstarting a much-needed redevelopment of this iconic venue, the organisation has developed projects and meaningful relationships that will bear fruit for years to come.

**Professor Dame Joan Stringer DBE FRSE,  
Chair of Capital Theatres**



Photo: Greg Mcvean

A series of key organisational ambitions came to fruition in this year. 2022/23 saw six Capital Theatres co-productions staged in our own venues and around Scotland as part of our aim to grow our artistic reputation and our role in the nation's theatrical ecology. It was also the year in which our creative engagement ambitions flourished beyond our award-winning dementia-friendly programme, to include a new strand of talent development called Open@TheStudio. Our commitment to developing audiences and increasing inclusivity and diversity was taken to a new level through the establishment of the Capital Theatres Youth Advisory Board.

The end of the fiscal year brought our most dramatic achievements. In an absolute coup for the organisation, we secured the Scottish Premiere of arguably the biggest show in the world currently,

Hamilton. On-sale commenced in March and we achieved record breaking advance sales within the first 24 hours, with people booking across Scotland and beyond. As considerable a challenge for our organisation but more sobering, we faced a significant increase in the redevelopment cost of the beloved King's Theatre due to global events. An intense communication and fundraising campaign ensured we were able to raise 95% of the project funding, the level required to commence the project.

None of this would have been possible without the wonderful support of our audiences and funders, our evolving reputation as a well-governed charity, a premiere receiving theatre, a leader in creative engagement and talent development, a new creative force, a champion of our city and our sector, and a preserver of our heritage buildings.

We could not be prouder of our team and supporters for helping us navigate the choppy waters experienced this year as the sector got back on its feet post covid and the way everyone stepped up to the challenges the year threw at us.

**Fiona Gibson, CEO of Capital Theatres**

# The work on our stages

86

different productions on our stages:  
**Festival Theatre**  
**King's Theatre**  
(closed for development from September 2022)  
and **The Studio**

442

Performances

Average rating  
of shows by audiences

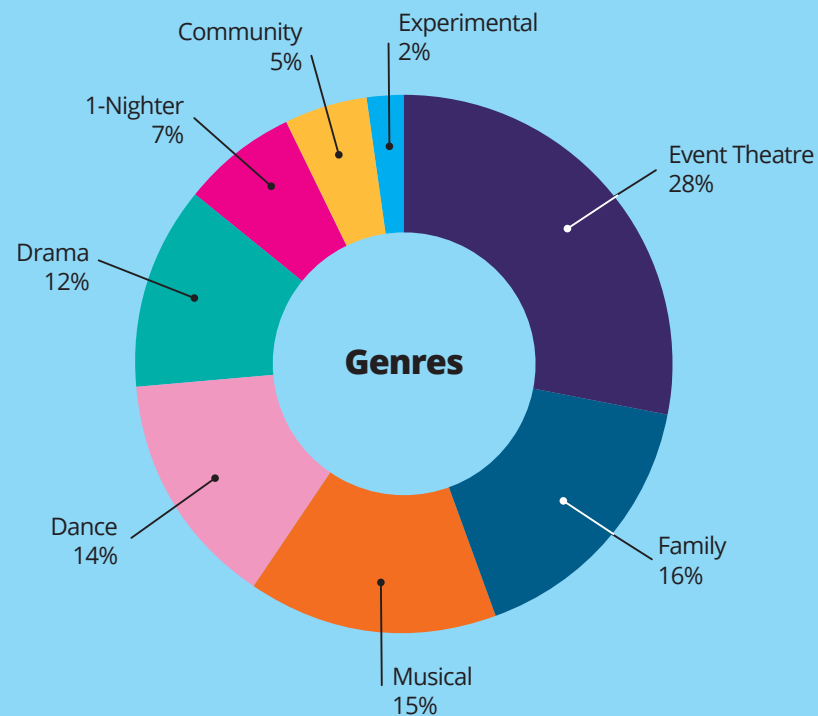
4.6

(out of 5)

74

Net Promoter Score

Average NPS varies with  
industries but anything 70+  
is considered outstanding



# Musicals

# Home to the National Performing Companies

Anything Goes, Barbican.  
Photo: Helen Maybanks



Orphans, National Theatre of Scotland.  
Photo: Mihaela Bodlovic



The Scandal at Mayerling,  
Scottish Ballet.  
Photo: Nicola Selby

South Pacific, Chichester Festival Theatre.  
Photo: Johan Persson



The Cher Show, ROYO.  
Photo: Pamela Raith Photography



Don Giovanni, Scottish Opera.  
Photo: James Glossop



# Dance

# Drama



Impasse, NDT2.  
Photo: Joris-Jan Bos



A Murder is Announced, Middle Ground Theatre.  
Company Ltd. Photo: Debbie Borthwick



The Da Vinci Code, Simon Friend  
Photo: Johan Persson



BalletBoyz.  
Photo: George Piper



The Sacrifice, Dada Masilo.  
Photo: Tristram Kenton



Wise Children's Wuthering Heights, National Theatre.  
Photo: Steve Tanner

# Family shows

# Festive fun



Zog, Freckle Productions in association with Rose Theatre.  
Photo: Mark Senior



Peppa Pig, Fierylight  
Photo: Dan Tsantilis



Fantastically Great Women,  
Kenny Wax.  
Photo: Pamela Raith Photography



The Snow Queen, Scottish Ballet.  
Photo: Andy Ross



Snow White and the Seven Dwarfs, Qudos.  
Photo: Douglas Robertson

Supersized for the Festival Theatre Stage

# Accessible performances

The Christmas Box performance for the Corstorphine Dementia Project at Carrick Knowe Parish Church.  
Photo: Greg Mcvean



Theatre Insights in The Studio.  
Photo: Greg Mcvean



Forget me Notes,  
Dementia Community Event.  
Photo: Neil Hanna

# 68

Accessible performances  
including BSL,  
Audio Described,  
captioned and relaxed

# The work off our stages



**184**

Creative Engagement events and workshops including:

**74**

events for people living with dementia and their carers

**54**

events for children, young people and school groups

We gave more than

**7200**

free tickets to schools and community groups

We supported

**9**

new live performance projects

We created

**4 6**

issues of DementiArts Magazine

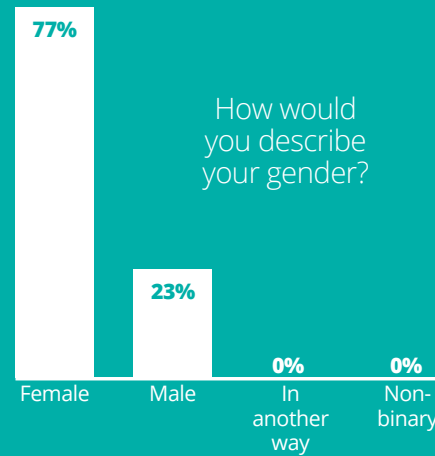
with our dementia friendly community

podcast episodes



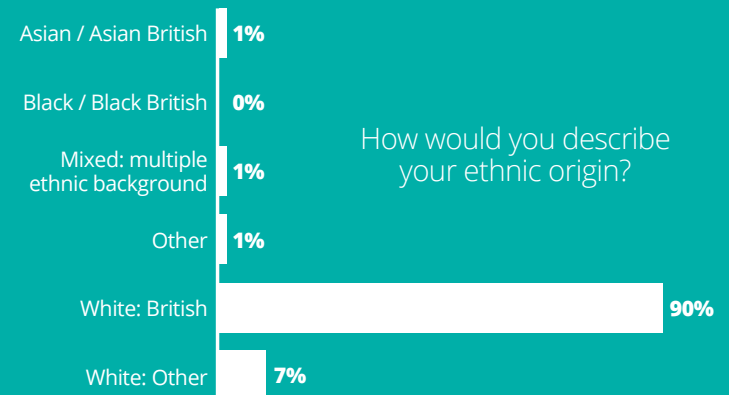
# Audiences

**329,016** Audience members



Do you identify as a D/deaf or disabled person, or have a long term health condition?

**12%**



# Co-producing and Commissioning

This year, all three of our spaces played host to a Capital Theatres co-production



Sunshine on Leith, Capital Theatres and Pitlochry Festival Theatre.  
Photo: Fraser Band



The Gift,  
Capital Theatres and Barrowland Ballet.  
Photo: Andrew Perry

*Sunshine in Leith* co-produced with Pitlochry Festival Theatre at the King's Theatre

*James IV: Queen of the Fight* co-produced with Raw Material, in association with National Theatre of Scotland in the Festival Theatre

*The Gift* co-produced with Barrowland Ballet in The Studio commissioned by Aberdeen Performing Arts, Capital Theatres and Eden Court and funded through Creative Scotland's Performing Arts Recovery Fund

*The Unexpected Gift* co-produced with Barrowland Ballet in The Studio a new dance-theatre performance made especially for children with complex needs inspired by *The Gift*



James IV, Raw Material & Capital Theatres in association with National Theatre of Scotland.  
Photo: Mihaela Bodlovic



The Unexpected Gift,  
Capital Theatres and Barrowland Ballet.  
Photo: Andrew Perry

The Enormous Christmas Turnip,  
Capital Theatres and Scottish Theatre Producers.  
Photo: Mihaela Bodlovic



Two more of our commissions delighted young audiences at Christmas:

*The Enormous Christmas Turnip* by Scottish Theatre Producers played at Aberdeen Performing Arts

*Unicorn Christmas Party* by Raw Material played at Eden Court

Both commissioned by Aberdeen Performing Arts, Capital Theatres and Eden Court and funded through Creative Scotland's Performing Arts Recovery Fund



Unicorn Christmas Party,  
Raw Material.  
Photo: Mihaela Bodlovic



**Our work on tour**

● 4 Co-productions

● 3 Commissions

Between them playing in 7 Scottish Cities

# Our Communities



Tea and jam session with Gus Harrower for people with dementia along with nursery toddlers.  
Photo: Greg Mcvean



Relaxed Panto.  
Photo: Stewart Attwood

*...ensuring dementia design and enablement is central to the King's Theatre redevelopment*

## People Living with Dementia

This year heralded the return of our dementia-friendly programme taking place at the Festival Theatre in person while still offering elements online to the expanded digital community developed during the pandemic. This area of work was able to embrace new initiatives thanks to the initial strand of the Empowering Dementia Friendly Communities Fund – a partnership between the Scottish Government

and Age Scotland's About Dementia project. Funded activities in this year have included a Creative Contributors group embedding dementia friendly best practice at the heart of our sector; learning opportunities alongside professionals; a new podcast series; and an active role in ensuring dementia design and enablement is central to the King's Theatre redevelopment.



Capital Theatres Youth Advisory Board.  
Photo: Greg Mcvean



Open Floor Scratch Night at The Studio.  
Photo: Mihaela Bodlovic



## Young People

Meanwhile for younger participants, this year saw the return of the relaxed panto with 900 children from schools for those with Additional Support Needs and their carers attending, Snow White and the Seven Dwarfs supported by Radio Forth Cash for Kids and Leith Community Fund.

We also welcomed our very first Youth Advisory Board, a group of 16-25 year olds working to support our audience development, challenge our assumptions, encourage innovation, and help drive change. To future-proof our audience development strategy, we believe it is critical to create connections with a younger age group, truly listen to and understand the motivations and preferences of this group and learn how we can engage them to become participants and audience members of the future.

## Theatre Makers

Building on our talent development ambitions initiated with the Scottish Musical Commissioning Hub, in January we started Open@TheStudio, a new pilot programme of workshops, networking events, and creative opportunities for local theatre-makers and producers.

# Saving the King's

This fiscal year started with the launch of our King's Campaign Crowdfunder. At that point we thought we were raising the last £1 million to 'get us over the line' to commence the King's redevelopment. Capital Theatres' staff and Panto star Jordan Young ran the Edinburgh Marathon, King's audiences invested in some great rewards, staff and friends hosted bake-sales and sponsored bike rides. Alongside incredible support from our principle funders it felt like we were well on our way to transforming the King's. However, in the summer everything changed. Global events leading to supply chain issues, the rise of inflation, the complex buildability requirements and cost of living impacts together resulted in the project costs rising by £10m. To save the King's we embarked upon a major public appeal to help us with the funding gap. A star-studded campaign amid the King's last International Festival before closure,



Gabriel Byrne, Walking with Ghosts, EIF.  
Photo: Ros Kavanagh



Brian Cox,  
King's Ambassador.  
Photo: Phil Wilkinson

*A star-studded campaign amid the King's last International Festival before closure... to help get the project over the line.*

followed by high jeopardy '35 days to save the King's' messaging across national and UK print, radio and TV in January, alongside effective advocacy work, leveraged enough support to ensure the project could go ahead. We are indebted to all our funders, donors and supporters who recognise the social, economic, heritage and community value of the 'Grand Old Lady of Leven Street'.

Alan Cumming, Burn, EIF.  
Photo: Tommy Ga-Ken Wan



## Other Notable Events



Cameron Mackintosh and Fiona Gibson.  
Photo: Greg Macvean

*The campaign saturated the media and led to the biggest uplift in Friends memberships*

### **Hamilton**

Capital Theatres Producer Sir Cameron Mackintosh and Capital Theatres CEO Fiona Gibson announce that Scottish Premiere of Hamilton comes to the Festival Theatre Spring 2024. Both are pictured outside the Festival Theatre in Edinburgh.

The end of the fiscal year brought a major coup for our programme as, after many years of conversations and many weeks of negotiation, the programming team secured the Scottish Premiere of Hamilton for the Festival Theatre. We were one of the only two venues announced as the first UK tour of this stratospheric Broadway and West End hit so the Public Relations potential was huge especially as we had a visit from super-producer Cameron Mackintosh on launch day. The campaign saturated the media and led to the biggest uplift in Friends memberships (for priority booking) and the biggest onsale in Capital Theatres' history.

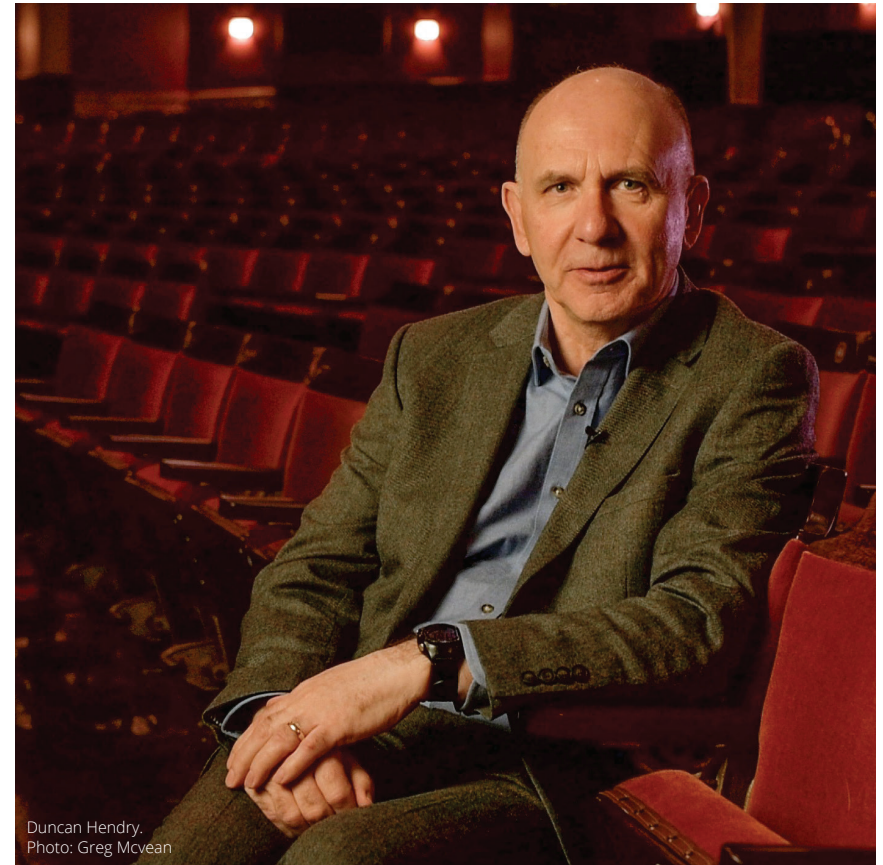


Pab Roberts,  
Box Office Supervisor (Groups Lead).  
Photo: Phil Wilkinson

### Organisational Changes

Organisational improvements in this year included the implementation of our new ticketing and CRM system, Spektrix. This new 360-degree view of how the public engages with us, whether as an audience member, a participant, or supporter of the charity allows us to provide them with more specific information that is relevant to each individual. The data driven approach helps us to diversify our audience, improve customer retention, encouraging people to get involved

in different ways and increase our revenue. In another boost to our Audience Development capabilities, this year saw the appointment of Charlotte Gross as Director of Audiences coming from the same role at the National Theatre of Scotland. Other significant appointments in this year included Munya Redman-Bayasi as the Senior Programmer, Imogen Ensoll as Technical and Operations Co-ordinator, as well as Lucie Jeffrey, Izzy Gray and Alex Howard as Creative Engagement Coordinators.



Duncan Hendry.  
Photo: Greg Mcvean

### Duncan Hendry

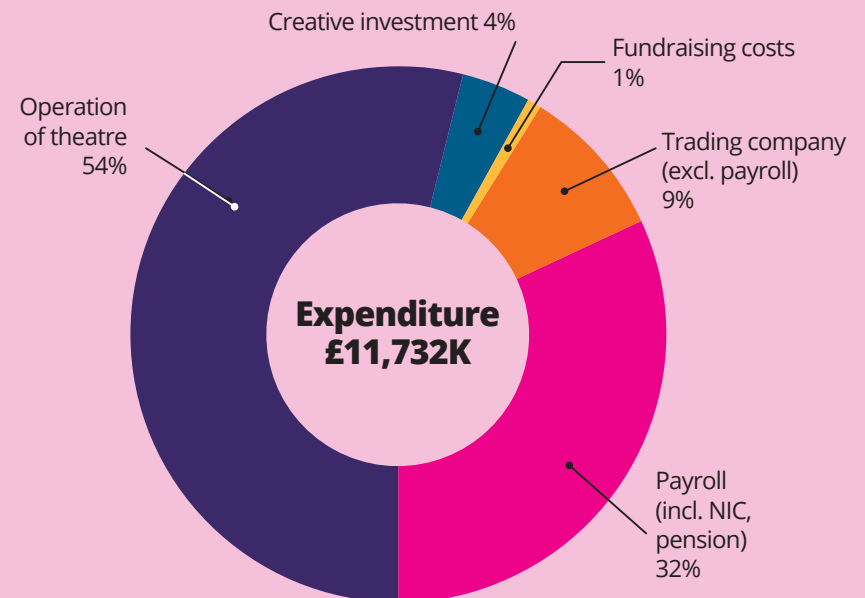
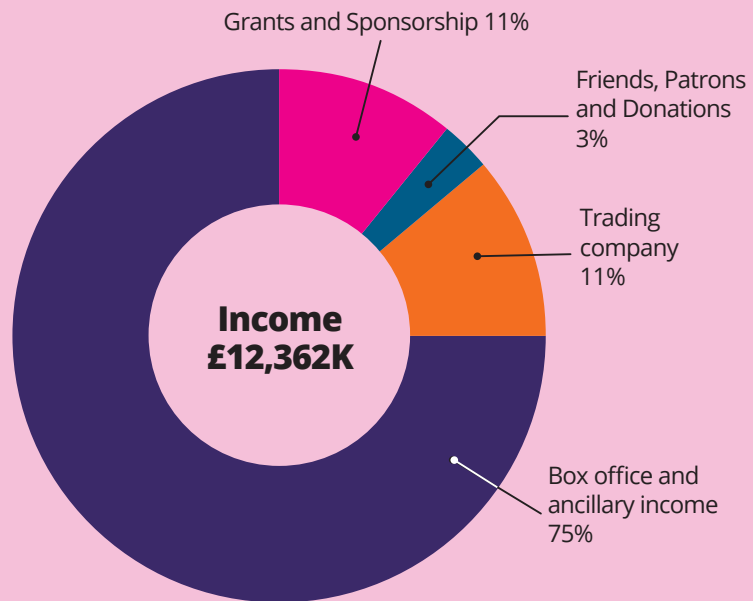
It was with great sadness that we unexpectedly said goodbye to Capital Theatres' former CEO Duncan Hendry who sadly passed away on 2 March 2023. It was especially poignant given his crucial role in both the vision for the redevelopment of the King's Theatre and early conversations about programming Hamilton. We were pleased to host his wake at the Festival Theatre where we welcomed the huge turn-out of industry colleagues, friends and family to celebrate his life and all he did for theatre in Scotland.



# Resilience

## Income & Expenditure

Surplus of £629k



# We Can't Do This Alone

We could not have achieved anything this year without a huge team of people

## Staff List

### Chief Executives Office

Fiona Gibson  
Fiona Syme  
Susan Leask  
Munya Redman-Bayasi

### Operations

Brian Loudon

### Finance & HR

Crawford Hunt  
Sarah Henderson  
Jane Keddie

### Development

Charlotte di Corpo  
Lucille Bluefield  
Rebecca Churcher-Soden  
Catriona Boyce  
Julia Ossenbruegge  
Jordan Seath

### Marketing & Communications

Gary Smith  
Charlotte Gross  
Sarah Cockburn  
Joanna Miller  
Sam Goldblatt  
Megan McCutcheon  
Allan Ramsay  
Jane Greig  
Becky Love  
Lara Campbell

## Sales & Revenue

Jimmy Beacham  
Lindsay Anderson  
Miriam Byrne  
Richard Miller  
Pab Roberts  
Kerry Black  
Jenny Brotherstone  
David Brown  
Jennifer Gould  
Camilla Hayes  
Duncan Henley-Washford  
Caitlin Higgins  
Diane Legget  
Ciara Middleton  
Ailis Munda  
Ross Nisbet  
Scott Ringan  
Christopher Townsend  
Sarah Whyte  
Zara Louise Zangeneh

## Creative learning

Claire Swanson  
Dawn Claire Irvine  
Alex Howard  
Izzy Gray  
Lucie Jeffrey  
Gordon Reynolds

## Facilities

Nick Brown  
Caroline Thewlis  
Claire Campbell  
Anne Marie Faccenda  
Christine Findlay  
Caroline Henderson  
Aaron Johnstone  
Lukasz Kulwicki  
Gary Norquay  
Olga Podbielska-Nykiel  
Elizabeth Rolland  
Mark Russell  
Keith Wright  
Stephen Hood  
Kirsty Carswell  
Clare Dingwall  
Emily Hall  
Ross Howie  
Rachael Hunter  
Chris Lindsay  
Iona Marshall  
Tom Dutton  
Ali McInnes

## Festival Theatre Café

Matthew Halsall  
Beth Bugden  
Raquel Sanz Vicente  
Colby Abomnes  
Emma Barton  
Cara Blackhall  
Lewis Burzynski  
Stella Chan

Mitchell Collins  
Aaliyah El-Salahi  
Catherine Gauld  
Emma Granberg  
Laura Mcpherson  
David Mcwilliam  
Joe Millar  
Edina Nagy  
Aude Naudi-Bonnemaison  
Sebastian Davidson  
Robert Davidson  
Jennifer Dewar  
Conall Dewar  
Niall Doherty  
Rachel Doherty  
Stephanie Donneadieu  
Susan Downie  
Darius Eastwood  
Marilyn Elliot  
Linda Fairbairn  
Sophie Fields  
Heidi Fogarty  
Jourie Fraser-Harris  
Silvie Furneaux  
Sally Gerrard  
Catherine Gibb  
Craig Giblin  
Eilidh Gibson  
Eilidh Gilmour  
Angus Harrower  
Molly Hemmings  
Sheryl Hogg  
Laura Hopper  
Harry Hughes  
Alexandre Hunt

## Front of House & Customer Service

Linda Hogg  
Niall Dewar  
Colin Dunlop  
Adam Ferguson  
Imogen Graham  
Kim McKenna  
Kirsty Finlay  
Graham Simpson  
Andrew Dyer  
Kirsty Dickson  
Fleur Adam  
Kirsty Jay Anderson  
Alexander Bailey  
Andrew Bain  
Robyn Barnett  
Gabe Beadle  
Jules Bilger  
Duncan Bowers

Eve Boyd  
Jordan Cant  
Olivia Cash  
Joseph Cassidy  
Freya Collington  
Emily Combe  
Matthew Cowan  
Rosie Cram  
Leo Crutchley  
Alexander Davidson  
Robert Davidson  
Jennifer Dewar  
Conall Dewar  
Niall Doherty  
Rachel Doherty  
Stephanie Donneadieu  
Susan Downie  
Darius Eastwood  
Marilyn Elliot  
Linda Fairbairn  
Sophie Fields  
Heidi Fogarty  
Jourie Fraser-Harris  
Silvie Furneaux  
Sally Gerrard  
Catherine Gibb  
Craig Giblin  
Eilidh Gibson  
Eilidh Gilmour  
Angus Harrower  
Molly Hemmings  
Sheryl Hogg  
Laura Hopper  
Harry Hughes  
Alexandre Hunt

Helen Hunter  
Emily Jackson  
Ailsa James  
Toby Jones  
Ben Kelly  
Olivia Kennedy  
Romy Kissane  
Karmen Law  
Kirsty Law  
Alexandra Lawrie  
Andrew Lindsay  
Euan Lownie  
Katie Maciver  
Mia Macnamara  
Harrison Macneill  
Leo Macneill  
Ben Marshall  
Sarah Marshall  
Alexander Mason  
Rebecca Matthews  
Emily Matthews  
Arianna-Marie McCulloch  
Katie McGillivray  
Jamie McInnes  
Lucy McLaren  
Kenzie Mcmillan  
Brodie Miller  
Daisy Morcom  
Ruth Murphy  
Robert Murrell  
Ryan Ness  
Olga Olsinova  
Zahra Perez Naveiro  
Samira Perez Naveiro  
Giulia Pizzoli

Lucia Planet Donnelly  
Lily Pollard  
Matthew Price  
Corin Rhys Jones  
Stacey Russell  
Josefina Sanchez Davila  
Lauren Scott  
Mathilde Scott  
Olivia Scott-Kaegi  
Kirsten Sherry  
Perdi Antonia Short  
Fraser Sivewright  
Gerald Smith  
Ignacio Soler Preciado  
Manvir Soora  
Euan Stamper  
Lori Beth Stott  
Ailsa Tully  
Laurie Turner  
Niall Urquhart  
Rosalyn Watson  
Ellis Watson  
Jenna Wayth  
Victoria Weir  
Eilidh West  
Jack Whittaker  
Oscar Whitwell  
Rebecca Wicksted  
Loren Wigley  
Evie Williams  
Harry Williams  
Clare Wootton  
Alexander Zawalynski

## Technical

John Robb  
Imogen Ensoll  
Stuart Haldane  
Graham Raith  
Tony King  
Moirá McInnes  
Emma Cannell  
Jim Cursiter  
Ruari Dunn  
Ross Mactaggart  
Niall Mactaggart  
Andy McInnes  
Heather McLuskey  
Mark Pringle  
Sulie Wood  
Katrina Alexander  
Lewis Allan  
Michele Altana  
Filip Borowiak  
Adam Bowers  
Harry Campbell  
Teodora Maria Chirca  
Michael Clark  
William Clark  
Gianluca Cockburn  
Benjamin Conte  
Christopher Drew  
Anthony Duff  
Fraser Ewen  
Craig Forrest  
Simon Gillies  
Emily Girdwood  
David Grierson  
Darrell Harding  
Susan Hill  
James Hulligan

James Hulligan Jr  
Paul Hunter  
Allan Irvine  
Jonathan Kennedy  
Leon King  
Charlie Long  
Garry Mackenzie  
Jamie Mcdowell  
Stewart McGill  
Dean Mcleman  
Sandy Mcleod  
Ben Nickson  
Cormac Ó Callanáin  
Emma Reid  
Elizabeth Robin Sanders  
Finnian Summers  
Alexander Taylor  
Rosemary Ward  
Lois May Zonnenberg  
Amy Louise Allan  
Calum Anderson  
Heather Cadogan  
Tilda Campbell  
Abbie Edgar  
Avril Gardiner  
Jessica Hawley  
Patrycja Jastrzebska  
Patricia Kenny  
Nikala Knox  
Rebecca Marnie  
Karen Montgomery  
Natasha Murray  
Kelsey Nicol  
Carmen O'hare  
Orlagh Phelan  
Charlotte Wallhead

## Board

Our Board members were as follows:-

Professor Dame Joan Stringer (Chair)

Lesley Drummond Gordon Jack

Clr Melanie Main  
Clr Amy McNeese Mechan

Tony Mills  
Clr Max Mitchell  
Andrew Neilson  
Alasdair Peacock (Vice Chair)

Martin Reynolds  
Finlay Ross Russell  
James Saville  
Clr Valerie Walker  
Karyn Watt  
Clr Donald Wilson

## Youth Advisory Board

Darcie Lyon  
William Stewart  
Marie N'Guessan  
Ruth McKay  
Fin Ross Russell (Chair)  
Thomas McAree, Ella Catherall  
Olivia Zhang  
Jade Hutchison  
Charlotte Cuthbert  
Ranuli Palipane

## Principal Funders

Edinburgh Council  
Creative Scotland  
Scottish Government

## Corporate Partners

Brewgooder  
Edinburgh Gin  
Fever Tree  
Inverarity Morton  
McQueens Dairies  
S Luca  
Stewart Brewing

## Corporate Member

AMS Ltd

## Supporters

Age Scotland  
Cash for Kids  
The Donnelly Foundation  
Historic Environment Scotland  
Leith Community Fund  
Time To Shine  
Creative Scotland  
Walter Scott

## Principal Patrons

Sir Tom and Lady Farmer  
Kate and Gavin Gemmell  
Mr Roger Miller  
Hedley G Wright

## Supporting Patrons

Geoff and Mary Ball  
Sir Ewan and Lady Brown  
Richard and Catherine Burns  
James and Patricia Cook  
Reverend and Mrs David Dalgligh  
Lady Elliot  
Bill and Janice Gammell  
Hamish and Alison Glen  
Malcolm and Avril Gourlay  
Bryan A. Hislop and Graeme Roberts  
Sir Raymond and Lady Johnstone  
Anthea Lints and Alasdair Short  
Donald and Louise MacDonald  
Chris and Gill Masters  
Mr and Mrs Bruce Minto

Walter and Norma Nimmo

Bryan Rankin  
Bruce and Eileen Ritson

David Rodgers  
Alastair and Elizabeth Salvesen

Jim and Isobel Stretton  
Dame Joan Stringer and Roel Mali

David and Terri Warnock  
Sarah Whitley and Graham Whyte

## Patrons

Mona Adair  
Geoffrey and Tish Alderson  
The Cameron Family  
Colette Grant  
George Gwilt Shields and Carol Henderson  
Phyll and Wren Hoskyns-Abraham  
Alan M Johnston  
Lesley Knox  
Roxane Laird Craig  
Barrie and Janey Lambie  
Ralph Lutton  
Christine and Stewart Mackay

Vivienne A McCulloch  
Lynda McGrath  
Sir Ronald and Lady Miller  
Martin Reynolds  
Christine Richard OBE and Fiona Fahey

Lord Ross  
Robin and Annie Sellar  
Derek and Ann Shepherd  
Margaretha Walker  
Ged and Nikki Welch

