



South London Theatre Centre Ltd

59th AGM
16 May 2026



South London
Theatre

Programme this afternoon

- Introductions
- Attendance and apologies
- Meeting protocol
- Meeting covers SLTC and SLT BPT for 2025 year
- Members' Club AGM to follow



Agenda

1. Welcome.

2. Apologies

- Gerri
- Kelly

3. Minutes of 58th AGM held on 14th September 2025 SHOW OF HANDS.

4. Commercial Director - Review of 2025.

5. Theatre Director - Review of 2025.

6. Treasurer's Report and Presentation of Annual Accounts.

7. To appoint Begbies as auditors for the year 2025-26 SHOW OF HANDS.

8. Election to the Board of Trustees: VOTE - paper slip.

- Commercial Director
- Theatre Director
- One ordinary Director

9. To consider and vote on the following resolutions: VOTE - paper slip.

1st - Preparation of the accounts. Proposer: Charlotte Benstead

2nd - Executive Committees and rights of members. Proposer: Charlotte Benstead

3rd - Members Club to become part of SLT. Proposer: Fiona Daffern

The votes will be counted in parallel to remaining agenda items

10. Overview of Membership Consultation Survey outcomes, plus open floor for comments/thoughts

11. To receive and comment on an update from Trustees on the Forward Plan and potential priority areas for future development.

12. Outcome of Trustee Board and resolution elections

13. A.O.B.



Gareth Milton

Commercial Director

South London Theatre Centre Ltd

SLT Building Preservation Trust Ltd



Role of a trustee

Six Core Legal Duties

As outlined by the [Charity Commission](#), all trustees must adhere to these statutory duties:

- **Public Benefit:** Ensure activities are exclusively carried out to further the charity's core purposes.
- **Comply with the Law:** Act in line with the charity's governing document (constitution) and all relevant UK legislation.
- **Act in Best Interests:** Balance informed decisions to carry out the charity's objects, avoiding personal benefits or conflicts of interest.
- **Manage Resources Responsibly:** Protect the charity's assets, avoid undue risk, and ensure funds are spent solely on its objectives.
- **Act with Reasonable Care & Skill:** Use personal skills, knowledge, and experience, seeking professional advice when necessary.
- **Ensure Accountability:** Be accountable to stakeholders, beneficiaries, and regulators, including filing mandatory annual returns.



Role of a trustee

Governance vs Operations

Governance

- Setting the mission, strategy, and risk framework; overseeing the executive team (or CEO); and evaluating impact.

Operations

- Delegating day-to-day tasks to staff and volunteers, rather than micromanaging the day-to-day running of the charity.

Within South London Theatre and SLT BPT

- **Operations** are delegated to the Executive Team and the various teams that are represented on it.



Commercial Director's Report

2025 activity

Key tasks:

Building Maintenance

Budget setting and monitoring

Risk Management

Lambeth Repurpose Grant

You may recall that we had some funding from Lambeth's repurpose fund to help with the renovation of the front of the building, this work was completed within the allotted time frame set by Lambeth (end of March).

The Grant was for:

1. Secondary double glazing in the fly loft and kit room and the 'spare doors' in the foyer
2. Removal of the paint on the brickwork on the front of the building and cleaning of the front facade.

This work was completed on time.



Commercial Director's Report

2025 activity

Key tasks:

Building Maintenance

Budget setting and monitoring

Risk Management

Cleaning up the facade

...of course it didn't end there.

Having cleaned the facade of the old peeling paint, we were left with bricks, concrete and rendering that was badly in need of repair.

Fortunately, with financial help from members, Bar Com and SLTC we were able to repair the damaged concrete and bricks, and restore the rendering to a good state.



Commercial Director's Report

2025 activity

Key tasks:

Building Maintenance

Budget setting and monitoring

Risk Management

Front doors

Having cleaned up the front of the building, the next obvious challenge was the state of the front doors.

Once the paint was removed the state of the original wood became apparent and the doors were removed for some TLC. This work extended into 2026, but happily they are now finally back in place.

Again we are very grateful for the generous member contributions that contributed to the restoration of the doors.



Commercial Director's Report

2025 activity

Key tasks:

Building Maintenance

Budget setting and monitoring

Risk Management

Budget Setting and Maintenance

The Budget process worked well, resulting in a quick budget setting exercise for 2026.

Non-project related maintenance costs were close to the planned budget (only 1-2% away from the target figures).

We are tracking costs increases for all key suppliers.

We were fortunate to fix the Gas and Electricity rates in December 2025 and they are fixed for us until mid 2028.

For 2026 we have linked the BPT budget to the SLT budget (which is an advantage of having the same people on both boards).



Commercial Director's Report

2025 activity

Key tasks:

Building Maintenance

Budget setting and monitoring

Risk Management

Risk Management

We have refreshed and updated the risk log and this is now shared by all teams on the Executive.

The Executive meeting has a standard agenda item on risks for each area.

There remain risks that we need to do more work on, but it feels like that the team are more focussed on managing risks through the use of the log.

There are 93 active risks on the log. 16 of these are red, and being actively managed down.



Top Ten House Volunteers

(Sign Up data 2025)

Top ten volunteers 2025

Judged by number of shifts completed.

Shifts include:

- House roles (Box Office, Front of House, Raffle)
- Open House support
- But NOT room hire support

Each shift is an average of 3.5 hours effort.

- 1st Anne Crane (44)
- 2nd Dennis Fenton (39)
- 3rd Hayley Thomas (33)
- 4th Jeanette Hoile (24)
- 4th Gareth Milton (24)
- 4th Pippa Tuck (24)
- 4th Christine Theophilus (24)
- 8th Eddie Coleman (19)
- 9th Chris Bennett (18)
- 10th Richard Shead (16)

Thank You to everyone who did a House Shift in 2025

Particularly to Jeanette, Chris B, Hayley and Christine T who helped organise the House teams, answer email questions and setup TicketSource and Signup.



My ,and hopefully your, thanks also go to..

Jenny, Jess and **Carole** for their work in Wardrobe and Props team and particularly the success in expanding the wardrobe team in 2025

Guy Jones for looking after both **Membership** and **Brand**

Cal Beckett for looking after **publicity** and getting the posters and programmes available in good time

The **Building** team, including **John, Anne** and **Noah**

Bex for everything she does as Building Manager (and as a volunteer) and also **David Clements** for being our go-to when something messy goes wrong!

Lisa and **Noah** for handling all the **bills and payments** in such good time.



My ,and hopefully your, thanks also go to..

Sarah and Lorna for providing support to the Executive and Board

Lorna and (now Greg) and the team for the work they do with the very popular **Youth Team**

If you have been missed, there is more of this to come in Stephen's presentation...



Stephen Hayward

Theatre Director

South London Theatre Centre Ltd

SLT Building Preservation Trust Ltd



2025 Highlights

[Video review](#)

- 22 shows! Still the most active theatre company in the whole of the UK
- 170+ acting opportunities for adults and 60+ opportunities for children
- 2 world premieres of new work and 1 UK premiere
- Best ever year for ticket sales
- Flexible and creative use of space



My goals for 2026 & beyond

- 1) Demystifying and increasing participation
- 2) Kindness and understanding
- 3) Safety, safeguarding and inclusivity
- 4) Learning opportunities



Treasurer's report

- Information circulated to members
- Audited accounts
- Outcome of productions (in Annual Report)
- Written overview (in Annual Report)
- Results of SLT since 2022



Treasurer's report continued.

- Trends over recent years
 - Growth in income
 - But growth in costs, some not easily controlled
 - Variability in fundraising
 - Debt serviced and reduced

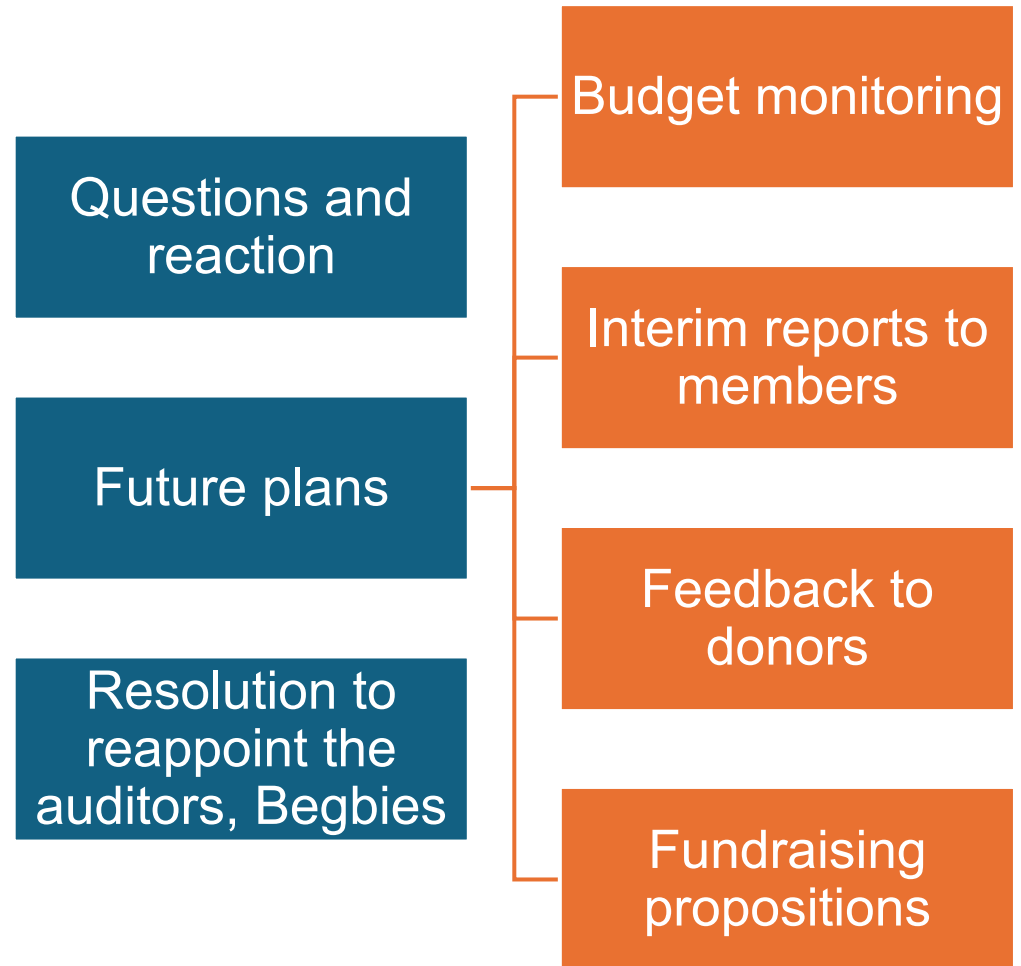


Treasurer's report (continued)

£000	SLT	BPT	Total 2025	Total 2024
Fixed assets	11		11	14
Net current assets/(liabilities)	(44)	2	(42)	(54)
Bank balances	116	114	230	262
Long term (liabilities)		(211)	(211)	(219)
Net assets/(liabilities)	83	(95)	(12)	3



Treasurer's report - summary



South London Theatre

Members' Consultation 2026

AGM summary presentation

Purpose today

- Why we ran the survey
- Who responded
- What members told us
- How this has shaped the new Forward Plan

16 May 2026

**January
2026,
87
responses**

c.22% of
members

Why we ran the consultation

Designed to inform SLT's future strategic planning with member evidence, not assumptions.

Purpose

- Hear directly from members
- Understand what matters most at SLT
- Identify where improvement is needed
- Use the findings to shape the Forward Plan

How we did it

- Online survey via Google Forms
- Mix of ratings and open comments
- 8 themed sections

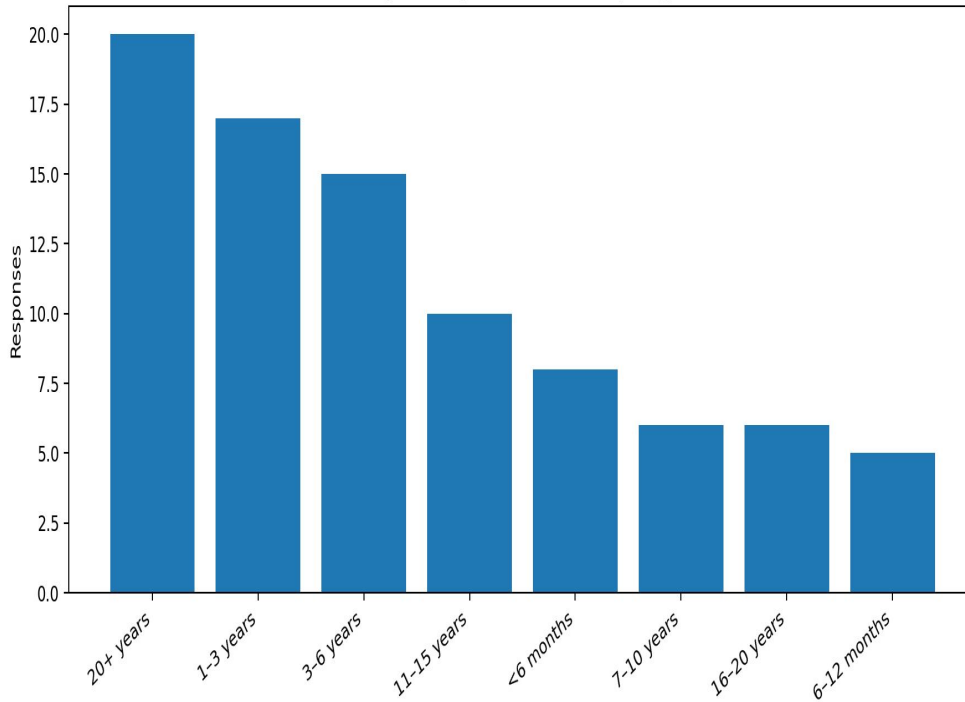
What the survey covered...

- Overall member experience
- Volunteering and participation
- Productions and artistic activity
- Financials, revenue and fundraising
- The Fire Station building and facilities
- Local community engagement and outreach
- Governance and organisational oversight
- Communications and strategic planning

Who responded

Responses came from both newer and long-standing members.

Respondent profile: membership length



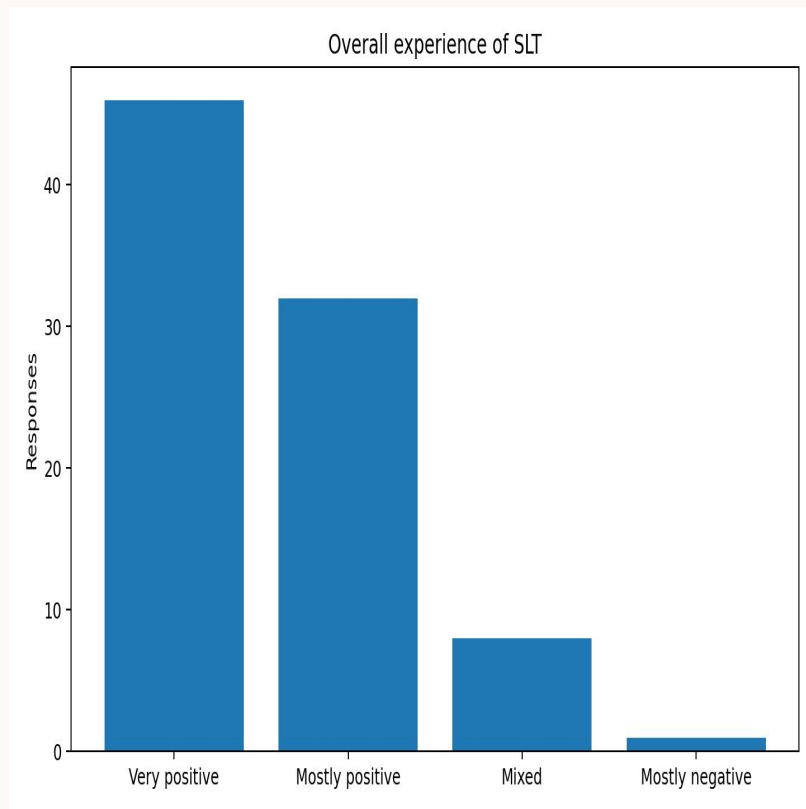
Respondent profile highlights

- Largest group: **20+ years membership** (20 respondents)
- Strong newer-member representation too:
 - **1–3 years** (17)
 - **3–6 years** (15)

Why this matters...

- We heard from both **long-standing** and **newer** members
- This gives us both **institutional memory** and **fresher perspectives**
- For a voluntary member survey, this is a **strong and meaningful evidence base**

What members told us: the big picture



90% positive overall experience

Strongest themes across the survey

- Community is SLT's **most valued asset**
- Productions are a **major strength**: ambitious, varied, high quality
- Members want **clearer volunteering pathways** and access to opportunities
- Members want **more visibility** on plans, governance and finances
- The Fire Station building is highly valued — but **practical improvements matter**

What members value most

“The community — it’s the reason I stay.”

Member response

“The people. That’s what makes SLT special.”

Member response

“The sense of belonging and shared creativity.”

Member response

What this means

- SLT is valued as a creative community, not just a theatre
- Belonging, participation and inclusion matter as much as artistic quality
- The challenge is to protect what people love, while making involvement easier

Where members most want improvement

1. Clearer pathways into volunteering

- It's not always obvious how to get involved
- Directing, technical and backstage roles can feel harder to access
- Members want clearer onboarding, training and

2. Better communication & transparency

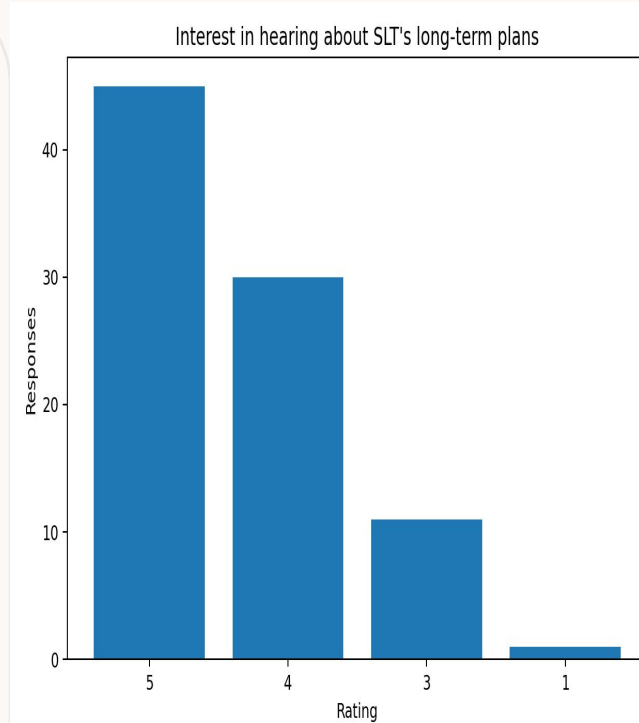
- Members want more clarity on decisions, governance and strategy
- They want regular updates — clear, but not overwhelming

3. Protect community culture

- Members want SLT to stay welcoming and inclusive
- Some want more connection for members not in productions

4. Practical building improvements

- Comfort, temperature, accessibility, signage & backstage spaces all came through clearly



86% rated interest in long-term plans 4 or 5 out of 5

How member feedback helped shape the Forward Plan

What members told us → What appears in the plan

- **Community matters most** → stronger focus on **welcome, belonging, inclusion and member experience**
- **Volunteering can be hard to navigate** → commitment to make **opportunities clearer**, especially in technical roles, and improve volunteer support
- **Productions are a major strength** → continued focus on **quality theatre**, better feedback, and more opportunities to learn and grow
- **The building is highly valued** → long-term focus on **maintenance, comfort, accessibility and future-proofing**
- **Local connection could be stronger** → greater emphasis on **Youth Theatre, local visibility and community engagement**
- **Members want more visibility/transparency** → stronger commitment to **member communications**, progress updates, and clearer leadership structures

What happens next

What the survey has given us

- A clearer picture of what members value most.
- A stronger basis for future decisions.
- A way to prioritise what needs protecting and what needs improving.

What happens next...

- The Forward Plan will guide priorities over the next 5 years.
- We will keep reporting back on progress.
- We want to build in more regular feedback opportunities, including:
 - post-show feedback
 - an annual members' survey
 - a digital suggestion box

This is about listening, learning and staying in touch with what members really want & need.

Thank you!

Forward Plan 2026 - 2031



South London
Theatre

South London Theatre
SLT Fire Station, 2a Norwood High Street, Norwood, London SE27 9NS
Charity Registration No. 268210

Thank you for the inputs

- Consultant's reports from earlier work
- Discussions with the Executive Committee
- Workshops over the summer
- Comprehensive membership survey
- Discussions and clear messages



Our 7 priorities

1

Ensure our theatre is **welcoming to everyone** and **that our members have fun**

2

Improve our **volunteer processes** for our brilliant members, giving **opportunities for all**

3

Continue to produce **quality theatre** using feedback to **continuously improve**

4

Safeguard and future-proof our beloved **heritage building home**, managing running costs and reducing our impact

5

Increase **fundraising** and identify ways to generate more **revenue**

6

Strengthen engagement with our **local community**, including through our successful youth theatre

7

Ensuring that South London Theatre **continues into the future** for our members and for our community

What we'll do

2

Improve our **volunteer processes** for our brilliant members, giving **opportunities for all**

Our volunteers may have varied experiences when they choose to offer their time. We want to make volunteering easier, more accessible, safer and enjoyable for all.

It's important for us to develop clear policies to get this right first time, and to give members the opportunities that they seek on stage, front of house and behind the scenes, clearly and fairly.

We will:

1. Make opportunities clearer for all members, especially for technical roles.
2. Ask for a volunteer to act as volunteer coordinator to improve our processes and experiences. This may need to be a paid role in future.

DATES: Complete by summer 2026

What we'll do

7

Ensuring that South
London Theatre
continues into the future
for our members and for
our community

Every production requires behind-the-scenes work, and every theatre needs to be safe, financially resilient and well run.

We will:

1. Ensure that we safeguard our members and our youth theatre with training and effective, high-quality protection.
2. Strengthen leadership structures, setting out clearly defined roles and responsibilities, and communicate that to the membership.
3. Establish effective succession planning for key roles to pass on knowledge and maintain organisational stability.
4. Ensure that our policies and procedures are up to date with any legal requirements and operational needs, and that they are followed throughout SLT.
5. Ensure that we produce quality theatre that meets the objectives of the Charity.
6. Review SLT Governance every 5 years

DATES: Immediate and on-going.

2025

at SLT in numbers



415



41% up
since 2019

MEMBERS

230



ACTING ROLES

22

SHOWS

£9.8K



BAR TRANSACTIONS



1489

ICE CREAMS

3

37

RAFFLE SALES

£3,295 350

BAR SHIFTS

81%

TICKETS SOLD



ALL
FEMALE
CASTS

200 CLUB CASH
PRIZES

3

YOUTH CLASS
WAITING LISTS



62

WARDROBE
HIRES



£91K

ROOM HIRES

£300K

TURNOVER





Chantal Gregory performing in *Round and Round the Garden*
by Alan Ayckbourn
(March 2025)

Our financials

After a difficult period during the pandemic, SLT is back in a sustainable financial position with our revenue exceeding our costs. That means that we have enough funds to pay a fair working wage to our paid staff, cover our debt with Lambeth Council, and maintain and improve our home.

Our outstanding debt with Lambeth Council is £218,500, so we need to generate enough revenue to pay the interest and the debt itself meaning that everything we do needs to generate a surplus.

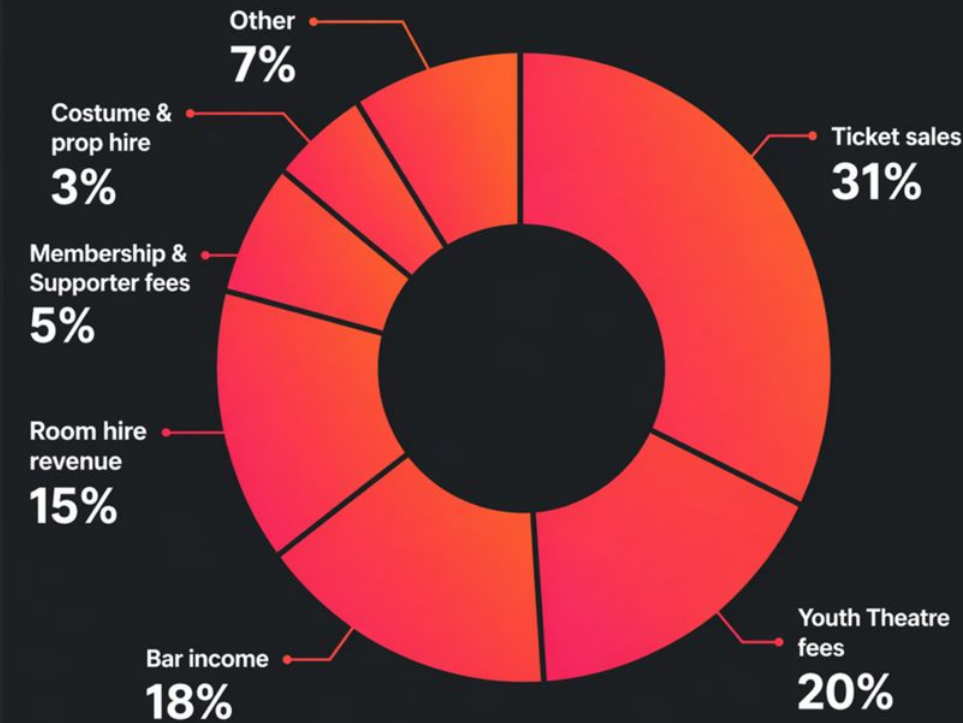
On top of that, we need to raise funds for significant improvements to our building or our facilities, for example our technical equipment. Around £250,000 of work is necessary to maintain or improve the building over the next 5 years. The Trustees will seek funding opportunities such as charity grants for this work. We will also develop new ways to work with potential donors.

SLT is a large organisation, with income and expenditure of £300,000 a year, but we don't have much margin and any significant reduction in revenue, or any unexpected major costs, could have a real impact. SLT has policies in place to ensure that we have at least 3 months of funds in reserve in case something unexpected happens.

The following charts show how income and expenditure relate to SLT's activities, based on 2025.

Our financials

Revenue for 2025



Expenditure for 2025

