

Since 1951, Pitlochry Festival Theatre has been the artistic heart and soul of Highland Perthshire. Attracting over 100,000 visitors every year, we're more than simply a place to come and see a show, we're Scotland's leading producer of musical theatre, a champion of ensemble practice and the country's only rurally-located, major arts organisation.

Our purpose is to improve lives by sharing Pitlochry with the world and the world with Pitlochry and our mission is to create life-changing experiences for as many people as possible in our communities, through our theatre and our environments.

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Thanks to









**Impact Report April 2020-March 2023** Stories and Reflections from Three Extraordinary Years



### Between 2020 and 2023...

... we invested £6.2m in the adaptation and delivery of our programming Inside, Outside and Online and £7.8m in the infrastructure of our buildings We collaborated with 24 organisations and theatre companies across the UK and on a total of 99 projects, and we supported 570 artists | We commissioned 2,000 pieces of new work across a wide variety of art forms #PFTLightHopeJoy ran for 443 days, delivering 1,237 pieces of online theatre and recording over 7,000,000 social impressions around the world | Through more than 1,500 conversations, we supported over 100 vulnerable people via our Telephone Club | Over 12,000 visitors enjoyed 173 performances of 16 shows in our outside performance spaces | We leveraged £10m to support Phases 2 and 3 of our transformative capital project | We supported 12 residential facilities across Perth & Kinross with poetry, music, stories and song and reached 85 people from communities newly arrived in Scotland through our refugee hub...



Artistic Director



Kris Bryce

**Elizabeth Newman** 

**Executive Director** 

"Pitlochry Festival Theatre wants to grow plays, people and plants. We've been saying this for a long time and it was no different during the pandemic. Between 2020 and 2023, we continued to nurture talent, to engage audiences and to provide sanctuary. And philanthropy enabled us to achieve extraordinary things, including the creation of our Studio theatre, our Amphitheatre and our Bandstand.

Early in 2020, BBC's Culture in Quarantine series saw Adventures with the Painted People, originally intended for our main Auditorium that summer, become the first remotely recorded play to go out on Radio 3. It reached just under 2,000,000 people during its time on iPlayer and, to me, that speaks volumes about the unique power of theatre to reach out and connect people.

My deepest thanks go to the artists who worked with us, the audiences who stayed with us and the organisations who collaborated with us during those three years. We aim to make life-changing theatre that brings people together to make sense of the world, and you supported us to do that when it was needed most."

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"When I think about the day-to-day over the three-year period from 2020 to 2023, I think about that fact that some investment sustained us and some supported us to adapt. When our doors were shut, everyone's doors were shut and that gave us the space and time to invest strategically in the future of our Theatre, against a backdrop of the fundamental realignment of Scottish theatre as a whole. As we gathered artists and audiences, Dunard Fund and The Gannochy Trust provided a life raft that enabled us to move on apace with Phase 1 of our capital build project and be ready, ahead of schedule, to embark on Phases 2 and 3.

As an organisation, we have always focused on change and development, and the physical changes we will make over the next three years are not just an investment in our own bricks and mortar, but in Pitlochry and the whole Highland Perthshire area. The support of the Scottish and UK Governments through the Tay Cities Region Deal validates our ambition and our contribution to local, regional and national economies.

Without the influential support of Dunard Fund and The Gannochy Trust, funding from the Scottish Government via Creative Scotland and from the Tay Cities Region Deal, along with the generous philanthropy of many individuals, we wouldn't be where we are now, on the brink of a future that looks very, very bright. We are so grateful."

... the physical changes we will make over the next three years are not just an investment in our own bricks and mortar, but in Pitlochry and the whole Highland Perthshire area...



"Pitlochry Festival Theatre shared their vision with us, and we listened. Our architectural concept raised the Studio floor to create level access throughout, and we extended and opened up the foyer to create a new 'beacon' entrance with a welcoming box office and access to stunning views. We integrated accessible facilities for audiences, artists and staff and installed air-source heat pumps to provide lowenergy heating and cooling. Throughout the Phase 1 work, we maximised retention of existing fabric and re-used or recycled existing materials such as brickwork. Investing in the building has transformed the way that Pitlochry Festival Theatre, its audiences and the wider community interact, and absolutely supports the Theatre's ambition for radically enhanced access to its work."

#### Suzie Bridges

Suzie Bridges Architects

"We are unique in Scotland in having a 'theatricum botanicum' and we want our gardens to be a safe and lovely place for everyone to use. It's only right that we share this vast space with as many people as possible – visitors, actors, our own staff and especially the local community. We want to build connections through our garden and, thanks to investment over this threeyear period, we've been able to embark on the huge task of restoring, replanting and reimagining our outdoor space. Green space is so positive, so valuable, so cleansing. It gives people time to breathe. We're not a garden of flowers but we are a garden of peace."

#### **Caroline Bavey**

Pitlochry Festival Theatre Landscape & Garden Manager

"During Covid, the support I got as a writer from Pitlochry Festival Theatre, through the Performing Arts Venues Relief Fund, enabled me to create both digital work as well as work for the Theatre's socially distanced outside performances – Meeting Tatha, Jekyll and Hyde and The Life and Adventures of Santa Claus – and to support myself financially. Pitlochry not only invested in me as an emerging writer but also challenged me artistically and developed and strengthened my practice."

Hannah Lavery Playwright Investment is about planning the future of an organisation as much as supporting its present needs. Between 2020 and 2023, the combined £14m investment we made in the infrastructure of our building and in the adaptation and delivery of our programming Inside, Outside and Online, will now have a significant and positive impact on our long-term sustainability.

At the start of the pandemic when, for reasons of public safety we had an empty building, we made the decision to break up our complex capital project into one that we could deliver in phases. Financial commitment from Dunard Fund and The Gannochy Trust allowed us to fast-track Phase 1 and significantly alter the footprint of our buildings, open up the foyer and build a new Studio theatre. At every stage, we invested in bold environmental solutions – including coming off the gas network – to support our target of being net zero before 2035.

When the world's doors were closed, strategic investment allowed us to reach both existing and new audiences. We received £1,223,964 in funding\* from the Scottish Government via Creative Scotland which we put into programme adaptation, and to supporting artists and engaging with audiences online and then outside. We also invested a hugely generous private gift into restoring our Amphitheatre and creating the Bandstand, providing exciting and safe new stages for productions such as Adventures with the Painted People, Wind in the Willows and Around the World in 80 Days. In addition, the ongoing restoration work in the garden is creating a nourishing green haven for all the communities that connect with us.

\*Performing Arts Venues Relief Fund, Cancellation Fund for Cultural Organisations and Recovery Fund for Cultural Organisations

... investing in the building has transformed the way that Pitlochry Festival Theatre, its audiences and the wider community interact...

## The Value of Investment

1.5



### The Power of Collaboration

Enough of Him by May Sumbwanyambe was a co-production between Pitlochry Festival Theatre and the National Theatre of Scotland in 2022. ... our collaboration proved that, even in extraordinary times, creativity and community thrive...

At its heart, collaboration enables Pitlochry Festival Theatre to become more diverse and, in the act of becoming more diverse, become more resilient to change and more open to developing new ideas and being in dialogue with the world. Between 2020 and 2023, 99 extraordinary collaborations emerged, connecting us with more audiences in Scotland and much further afield.

With some relationships established before lockdown and some driven by and through it, during that period we collaborated with 24 organisations and theatre companies across the UK. Through our new Studio theatre, we co-produced two plays and we also delivered 13 collaborative works through Sound Stage and 40 through #PFTLightHopeJoy. In 2020 alone, through #PFTLightHopeJoy, we collaborated with Stellar Quines on Letters to .... with the National Theatre of Scotland on Scenes of Survival, with Feis Thatha and Perth and Kinross Council on The Tay's Gaelic Memoir, and with Perth and Kinross Countryside Trust on the TAYken by Me Photography Competition. We also collaborated on 44 writing projects, working with writers in Shetland and Dundee, with The Regional Young Directors Scheme, Birds of Paradise and The Scottish Crannog Centre, and with many more.

Collaborating enabled us to work with – and support – more than 570 artists during this challenging time and to deepen our relationships with the artistic community right across Scotland. Fabulous co-productions, including Adventures with the Painted People, Shirley Valentine and Little Women, not only found future lives through touring but went on to inspire new ideas and further collaborations. "At the centre of the collaboration on Enough of Him between myself, Pitlochry Festival Theatre and The National Theatre of Scotland, was a relatively straightforward question - what role can an historical drama, with a centred Scottish Black life. play in challenging racism in British society? In answering that question, we found that a huge part of what made our play so powerful was telling our story in the area where it originally took place. It empowered our actors, inspired our audiences and richly informed all artistic decisions – breathing the same crisp air, hearing the same running river and seeing the same beautiful Perthshire hills as characters like John Wedderburn and Joseph Knight might had seen, heard and smelled for themselves. It took us all, audience and artists alike, to a place that can only be delivered in theatre. A place where, in witnessing a fragile moment where progressive change was obtainable in the past, we can begin to understand how justice and truth can operate in our present.'

> May Sumbwanyambe Playwright

"When we co-produced Sister Radio by Sara Shaarawi, the play was the first to open in the new Studio theatre. One of the best in Scotland, it allows work by new writers, challenging plays and experimental productions to thrive amongst a mainstage programme. Such spaces are vital for Scottish culture and it is a true privilege to develop theatre in such a nourishing and supportive environment."

#### Caitlin Skinner Artistic Director & CEO, Stellar Quines

"In a year devoid of traditional events, our exceptional collaboration with Pitlochry Festival Theatre to deliver The Magic of Christmas in 2020 shone a bright light on a challenging landscape. Their resilience and their dedication to adaptability and creativity proved invaluable in finding innovative ways to serve our audiences. The Pitlochry team brought a level of energy and resourcefulness that elevated our joint efforts, making this initiative not only possible but profoundly impactful. Our collaboration proved that, even in extraordinary times, creativity and community thrive."

> Michelle Sweeney Director of Creative Development & Delivery, Fife Cultural Trust

"My journey began during the pandemic when Pitlochry Festival Theatre opened its Virtual Writers' Room. This was a place where I found support and inspiration and – importantly – community, during what was a very difficult time for writers and theatremakers across the country. Following my production of She Wolf at the 2022 Fringe, I was commissioned to write a new play for the Studio theatre. Throughout the process, as an early career playwright, I received generous support from the Theatre and later spent a week in the physical Writers' Room, dedicating time to writing, without distractions, in a beautiful setting. The Studio theatre provides an exciting opportunity for premiering new writing in Scotland and I'm so honoured to be part of this."

#### Isla Cowan

Playwright, Director and Performer

"During lockdown, when the team was at its smallest, we had to completely rethink our theatre-making and we were both supported – and supported each other – to focus on the skills and abilities we had as individuals and to grow together as a group. During projects like The Magic of Christmas, we moved from traditional indoor staging to an outdoor setting, and this has transformed our approach to the way we make theatre in Pitlochry today, and to touring and co-producing elsewhere. Working constraints opened up new ways of doing things and we supported each other as we changed our understanding of what it means to be a producing theatre."

#### Rob Gear

Pitlochry Festival Theatre Workshop Manager

"My first 'proper job' was in the 2022 festive show Peter Pan and Wendy at Pitlochry. It was a brilliant opportunity and taught me more than I could possibly have imagined. The best way to learn about being on stage is by being on stage and I learned so much from working with experienced actors and creatives and being in such a professional environment. It just takes one person, one theatre, to believe in you and to spark your confidence. Pitlochry Festival Theatre did that for me."

Robbie Scott Actor

We nurture talent in many ways, and for writers, directors and actors, that includes our Writers' Room, our artist development initiatives and our collaborations, all of which we adapted during the pandemic. Between 2020 and 2023, we commissioned over 2,000 new pieces of work, across various artforms; works that live on digitally, through touring and through audience experience.

The impact of the pandemic on artist development inspired us to develop new projects on different scales with work initially developed for Sound Stage during lockdown – like Cathy Forde's Helping Hands - being later translated into physical form. Three years of adapted creative delivery also allowed us to review the way we work with artists. Through 'open calls' - where artists put themselves forward for work with us - we received over 9,000 submissions and viewed 3,000 tapes, giving a huge range of artists (including those not represented by agents) the opportunity to connect with us. We also shifted to delivering workshops and training online during lockdown, an approach we will maintan as it ensures our rural location never excludes people from accessing our talent development provision.

Nurturing talent means developing our own teams too and, during the drastic downsizing at the height of the pandemic when we were working with a skeleton staff of only fifteen full-time people, we protected our long tradition of craft skills, of making and creating and telling stories. This meant we recovered more quickly than most and, by summer 2022, we were once again delivering a huge and varied programme and being recognised as the largest producing theatre in Scotland.

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### Nurturing Talent



### **Providing Sanctuary**



Theatre should be a safe place for us to explore our humanity and Pitlochry Festival Theatre is here to guide and support in the hardest moments of life; moments we all encounter. Our own humanity is at the centre of every decision that we make and, during 2020 to 2023, we never abandoned our audiences. We were always there when they needed us.

We found new ways to provide sanctuary, online and then outside. Online, initiatives like Sound Stage delivered 13 pieces of co-produced work while #PFTLightHopeJoy delivered a staggering 1,237 pieces of online content and our Telephone Club - a concept so impactful that it was borrowed by other organisations - allowed us to keep in contact with over 100 people who needed someone to talk to, through more than 1,500 conversations. Outside, the restored Amphitheatre and new Bandstand provided a stage for 16 shows that attracted nearly 12,000 visitors through 173 performances. Making theatre outside is something we will continue to do as it allows new audiences to engage with theatre - and with us - in a different way. The very first piece of post-pandemic, live ticketed theatre to take place in Scotland was our own production of *Riversong*, staged not at the Theatre, but in the the Serenity Garden at Holy Trinity Church, where we could reach and connect with a much wider local community.

Providing sanctuary is about the reconfiguration of our building and the delivery of accessible, captioned and BSL audiodescription performances; it's about welcoming communities newly arrived in Scotland and it's about giving a platform to emerging voices. Providing sanctuary is something we will always do.

"#PFTLightHopeloy was a labour of love for all involved. Nurturing talent went hand in hand with providing online engagement as we engaged freelance creatives who adapted their practice and learned, as we all did, how to respond to a changing world and the challenges of working remotely. Rehearsing on a screen, and recording and filming in isolation, all felt more possible the more we did it and the creative energy that went into everything we did online, as well as our many collaborations was a personal lifeline. I was nourished through creating art in, and for, a very different world."

#### Amy Liptrott

Pitlochry Festival Theatre Associate Director, 2019-2022

"When my husband and I heard about Sound Stage in 2021 we 'tuned in' several times and loved it! It made us feel part of the theatre family and we enjoyed meeting other fans in the virtual bar before the play – a brilliant idea to maintain our links with the theatre, which cheered us up tremendously during difficult times."

> Anne Cave-Browne-Cave Pitlochry Festival Theatre Audience Member

"Through the Telephone Club I've had wonderful conversations with people who live all over Scotland. Chris Walker, a faithful Pitlochry patron, fast became a real friend and we chatted every Friday at 11am... we still do! I've now been calling Chris every Friday for over three years, no matter where I am in the world or what I am doing. I'm so grateful to the Theatre for buddying us up. Our chats bring so much joy to my life and, I believe, to Chris's life too."

#### Rachael McAllister

2020 & 2022 Ensemble Member and **Telephone Club Volunteer** 

"It didn't take much persuasion to join in the Blaccine podcast because it dealt with important issues that arose during the pandemic, namely speculation in the media around the British Black community and the Covid-19 vaccine. I really enjoyed all three monologues, the discussions afterwards and the chats with other folk who were listening in. Overall, it was one of the most important times for me during lockdown; the experience was always positive and stimulated me as live theatre always does."

> **Christine Partridge** Pitlochry Festival Theatre Audience Member

"It is always so exciting to hear news from Pitlochry Festival Theatre and to keep in touch with their energy and plans, which just leave us gasping! What they do – and what the Theatre offers to local and more distant supporters and enthusiasts is amazing. We have attended performances for some thirty years and, for something different, much enjoyed a Literary Festival and visits to and tours of the Explorers Garden – and have even brought a mostly American tour group to visit. We can't wait for the gardens to open again and are so very pleased to have been able to help with this project. We look forward to visiting again soon – a long drive for us, but always worth it."

#### Robert and Jenny Akester

Pitlochry Festival Theatre Audience Members

"We have been Friends of Pitlochry Festival Theatre for nearly thirty years. When we saw Barefoot in the Park in March 2020, little did we know just how important the theatre would prove to be in sustaining us with online and radio productions through the enforced lockdowns. News of the planned and ambitious changes gave us hope of better times to come. What joy, therefore, with live theatre outside in 2021 and as we watched the progress of the building work, to return to inside productions as well in 2022 and 2023. Great theatre from a great team long may it continue."

**Robert and Christine Smith** Pitlochry Festival Theatre Audience Members

"As a place-focussed funder, The Gannochy Trust was delighted to support the first phase of Pitlochry Festival Theatre's transformative capital project. Our grant of £1,000,000 part-funded the creation of the new Studio theatre and the re-configuration of the entrance and foyer area. This investment has helped to support the provision of high-quality performance and an activity space that will be available to a wide range of organisations and individuals within the local community, who may otherwise be unable to access and benefit from such facilities. The Studio theatre's ability to cater more appropriately for young people also aligns with the vision of our Trust's founder, A K Bell."

Andy Duncan Chief Executive, The Gannochy Trust Early in 2020, major support from Dunard Fund and The Gannochy Trust allowed us to make Phase 1 of our capital project vision a reality. But philanthropy comes in all shapes and sizes and the spontaneous support we received from individuals when we closed during lockdown - from the donation of ticket refunds to unsolicited financial gifts was overwhelming.

Philanthropy allowed us to adapt our programming online, which allowed artists to live and create online, which enabled us to be present in people's lives, at a time we were needed most. The extraordinarily generous gift that brought the Amphitheatre in the garden back to life, allowed us to create magic outside when we couldn't inside, and will continue to be a place to experience theatre now and long into the future.

During the pandemic, many organisations were forced into hibernation or retreat. We weren't. Thanks to philanthropy we not only remained available and connected but we accelerated over five years of organisational change into just three, allowing us to secure early approval of our capital project as part of the Tay Cities Region Deal and begin drawing down the £10m funding for Phases 2 and 3 of our capital project.

Philanthropy is the catalyst for positive change. It enables us to serve our core purpose of improving lives by sharing Pitlochry with the world and the world with Pitlochry, and to fulfil our mission of creating life-changing experiences for as many people as possible through our theatre and our environments.

.... we couldn't wait for the gardens to open again and are so very pleased to have been able to help with this...

# **Growth Through** Philanthropy

Sherlock Holmes: A Study in Lipstick. Ketchup and Blood was produced in the newly-restored Amphitheatre in 2022.

4

## **Building Communities**

During lockdown, we supported the

Theatre Show Choir to stay connected and rehearse online until they could be together on stage once again.

... without the support of the Theatre, we wouldn't have been able to do many of the important things we've done...

The communities we support and serve have always been vital to Pitlochry Festival Theatre and never more so than during the last three years. Between 2020 and 2023 we played an increasingly central role locally and regionally and we encouraged those communities, in turn, to play an increasingly visible role in shaping and co-creating our own creative provision.

At the height of the pandemic, conscious of our similar roles in nurturing community relationships and supporting individual wellbeing, we strengthened our bonds with eight local and regional organisations. Our relationship with Pitlochry's Holy Trinity Church saw us collaborate on two lockdown Nativities, the staging of *Riversong* in the Serenity Garden at Holy Trinity Church, and myriad other creative projects designed to support and engage local families. We also helped the Theatre Show Choir to keep the spirit alive online during lockdown, ensuring that vital bonds were sustained between the singers as well as with the Theatre, and we teamed up with the staff at Balhousie Care Group to create moments of joyful connection for older people facing terrible isolation.

We created a vital refugee hub that reached 85 people newly arriving in the region, providing early engagement with arts and culture in Scotland and delivering appropriate and accessible events at the Theatre to establish it as part of their emerging social and civil network. Further afield, in Perth and Kinross, we built a network with 12 residential facilities to offer poetry, music, stories and song. Communities who want to engage with us, even if they can't come to our Theatre, are vital to our future. They make us who we are and who we want to be.

"Since the Theatre Show Choir was established in 2018. I've learned a lot about warm-ups and voice control and my family say it's definitely improved my singing technique. During the pandemic, the Theatre helped us keep the spirit alive online until we could be together to rehearse again. Whether we're on stage singing to a packed audience, or in an impromptu music session in the pub, the Theatre Show Choir is all about fun and community."

Tom McEwan

Theatre Show Choir Member

"Without the support of the Theatre, we wouldn't have been able to do many of the important things that we've done. During Covid, we really wanted to make a splash at Christmas and thanks to team there, we were able to create a cut-out of the Nativity which now goes up every year. We have couldn't have made that without the theatre workshops. The Theatre has been such a source of inspiration for our Serenity Garden, helping with summer story time and allowing us to be open for the community. The church and the theatre both tell stories and deal with the human condition – things that are spiritual and eternal because eternal truths come out in drama as well as in church so it's a marriage that works."

#### **Reverend Canon Liz Baker**

Pitlochry Festival Theatre Chaplain and Minister of Holy Trinity Church

"Working with Pitlochry Festival Theatre on the Shades of Tay Archive of Memories project was a 'win, win' for us. Not only did we preserve residents' memories for posterity, but we provided meaningful reminiscence activities as we collected them. Members of our staff shared their memories too, many having grown up in Tayside. During the pandemic, the Theatre provided our Activities Coordinators with free online support sessions in which experienced practitioners shared their expertise. These activities, as well as in-home performances for residents by professional actor-musicians, really reflect the warm communitybased connection forged between Balhousie Care Group and Pitlochry Festival Theatre."

> Melanie Brockway Brand & Communications Manager Balhousie Care Group

"Pitlochry Festival Theatre is an incredible economic driver for Highland Perthshire and a huge cultural asset for the community - not only through its rich cultural offering, but also through the provision of the well-paid professional and technical roles that are generally only available in urban settings. If you think about where the Theatre started, you can track its growth with the community's growth and our shared evolution into a major tourism destination that people are fascinated by. The geographical reach of the Theatre is huge, it's an identifiable brand that people associate with Pitlochry and the whole region."

#### Xander McDade

Provost of Perth and Kinross

"I've been coming to Pitlochry Festival Theatre since I was really small and I talk to my friends at school about the shows I've seen. The first big show I saw was Singing in the Rain and I was really surprised because I didn't know it could rain inside a theatre! I missed going during lockdown but I did a lot of the online things and then I saw The Wind in the Willows and Around the World in 80 Days outside and that was lots of fun. My favourite part of a show is seeing how the story changes and I enjoy shows as much outside as I do inside. I think people go to the theatre to have a nice time with their friends and their family and I feel happy when I'm at the Theatre, it makes me smile."

#### Isobel Trueman

Young Pitlochry Festival Theatre Audience Member

"As the newly elected MP for North Tayside in 1997, my very first public engagement was the opening night at Pitlochry Festival Theatre and this created a very special place in my heart for the Theatre. The Theatre has grown from small roots within the Pitlochry community into a centre of creativity and innovation set in the majesty of the Perthshire hills. Since its foundation, it has adapted to the changing environment around us, inspiring and stimulating audiences with productions and performances of outstanding quality. Pitlochry Festival Theatre never stands still but constantly refreshes its offering and continues to have a formidable impact in Pitlochry, Perthshire and Scotland. I wholeheartedly support its endeavours to intensify that fine work in the years to come."

John Swinney MSP for Perthshire North Our future depends on us being fit for purpose - a destination of choice for theatre and also for hospitality, heritage and nature, a whole wraparound experience. We are, and we will continue to be, a theatre for everyone, located in a small Highland town and gathering together not just the people of Scotland but the people of the world to share and experience stories together.

We have a commitment to being a Theatre for All and a Theatre for a Lifetime. To achieve that, our physical campus and our creative programming must be accessible, appropriate and appealing for as many people as possible. By opening up new spaces between 2020 and 2023, we created new work for Main Auditorium, Studio theatre, Amphitheatre and Bandstand delivery. We introduced 13,497 people to theatre - many for the first time and many of them children - through work not previous staged such as The Magic of Christmas, The Life and Adventures of Santa Claus and Around the World in 80 Days, as well our Alice in Wonderland and Peter Rabbit experiences. Back in 2018, our production of Chicago attracted audiences from every single postcode district in Scotland. Today, we look forward to bringing every postcode district back to Pitlochry once again.

We carried out Phase 1 of our transformative capital project between 2020 and 2023, and Phases 2 and 3 are planned over the next three years - all steps in a continuous journey that began in 1951. Being Scotland's largest producing theatre company, and one that occupies a building, means investment in our physical space has a direct impact on our programming. By investing in our building, in new technologies and in green solutions, we invest in our future. As we take steps to diversify our income through increased hospitality offerings and programme delivery we are, at the same time, decreasing our carbon footprint and operating costs. Through physical transformation and innovative programming Inside, Outside and Online, we will continue to engage, sustain and delight audiences, today and tomorrow. Quite simply, we will welcome more people and we will create more theatre.

... Pitlochry Festival Theatre never stands still but constantly refreshes its offering and continues to have a formidable impact in Pitlochry, Perthshire and Scotland...

### Framing our Future



... We will invest £13.4m on Phases 2 and 3 of our transformative capital project | We will create new employment opportunities, supporting up to 230 jobs We will increase our profitability by £428,000 and invest this back into our programmes and community

work | We will increase our audience figures by 30,000...

### By 2029...

### Looking Ahead

There is no doubt that the three-year period 2020 to 2023 was an extraordinary one for Pitlochry Festival Theatre, but what was just as extraordinary was the way that the Theatre adapted and evolved during the most challenging of times.

Having taken advantage of the enforced closure of our indoor facilities to progress Phase 1 of the capital transformation project, we took our creativity online and took advantage of our beautiful location to present world-class theatre outdoors. It was incredibly uplifting to see how these new channels helped us to maintain contact with our existing audiences and reach new ones, breathing fresh life into our aspiration to be a Theatre for All and a Theatre for a Lifetime.

Of course, none of the achievements over the last three years would have been possible without the exceptional people who made them happen. I'd like to congratulate and thank our ambitious and talented team and, in particular, Elizabeth Newman and Kris Bryce for their steadfast vision and tireless effort. And I would like to recognise and thank our many funders for the faith they have shown in our Theatre and our vision. Without this support, nothing would be possible.

As a vibrant and ambitious organisation, we learn from the past and look ahead to the future. There are economic challenges ahead, we know this, but having seen the way that the challenges of the pandemic and the impact of its aftermath have been navigated - with agility, imagination and confidence - I firmly believe that Pitlochry Festival Theatre will continue to find its own path to success. Building on the heritage of the last 70 years, we will continue to create something incredibly special, here in the hills of Perthshire, for many years to come

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Crawford Gillies Chair