



Trinity

ANNUAL REPORT

2018/2019

CHAIRMAN'S REPORT

I am very pleased to report that, following an improved financial performance last year, we have achieved a modest surplus this year. This is a testament to the entire team at Trinity, staff, volunteers and Board, all of whom have worked incredibly hard and should be proud of what they have achieved. We must also thank you, our audience and members, for the support you have shown us.

Everyone at Trinity is incredibly grateful to Tunbridge Wells Borough Council who have supported us with a substantial grant. This is a major contribution to our exciting Transform Trinity plans which include extensive capital and heritage works.

I am also delighted to report that, during this year, we were the recipients of a large grant from the National Heritage Lottery Fund. This was following several years of very hard work, and I would like to pay particular tribute to Alex Green and Alison Kemp who worked diligently and determinedly for a number of years to achieve this outcome. This money will be helping us to realise our ambitious heritage plans.

Our Christmas production, *The Wind in the Willows* was a bold and exciting production featuring a professional cast and local children in supporting roles. It was accompanied by a wonderful marketing campaign – which saw Toad himself driving through the streets of Tunbridge Wells! – and was very warmly received by our audiences. John Martin, Artistic Director and Director/Producer of this show is to be congratulated for his vision, ambition and creativity in bringing this beautiful show to the stage.

The expanding Youth and Learning department is to be congratulated on another successful year. Jason Lower and his colleagues Jess Horsley and Juliette Finn have expanded and developed the department even further. The Speech Bubbles programme goes from strength to strength and the popular Summer Schools continued to expand with the introduction of an Infants version, and the largest scale show the Youth Theatre has ever produced in the form of *Les Misérables* School Edition, which was produced over two weeks.

This year also saw the continued success of our Senior Cinema programme, which runs in collaboration with the Good Neighbours Project, and the introduction of Trinity's own dementia choir – Trinity Encore. These are only the beginning of our exciting community engagement plans.

We are delighted that Sarah Ambrose will be continuing for a further term with us. Clemmie Reynolds steps down after two years on the Board. We thank her for her contribution and wish her well going forwards.

This is the final annual report in which John Martin was in place as Artistic Director, and I would therefore like to close this report by paying particular tribute to him. Having started as a volunteer ten years ago, it is no exaggeration to say that Trinity would not be here now without his dedication, enthusiasm and passion for theatre. The board are incredibly grateful for everything he has done and wish him every success.



Michael Stevens · Chairman of the Board



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



Trinity thanks the above organisations for their support

KEY ACHIEVEMENTS

Front of House Upgrade

Last August saw a dedicated effort to design and then initiate a new high-quality refurbishment of the foyer. With the help of the Kent Community Foundation Trinity was awarded a loan and grant (which essentially made the loan interest free). We were then able to invest over £17k to enhance the space for daytime and evening visitors.

We replaced an old carpet with high quality faux timber panelling (guaranteed to last over 20 years), unearthed and cleaned some of the original stone flooring, which is now exposed for customers to enjoy, repanelled the bar, repainted the foyer and toilets, built a new Box Office unit, and installed a number of other smaller features. All of this hard work by staff and volunteers has combined to form a new, improved look which has received very positive feedback from customers and increased visitors to our Kitchen and Bar.



Heritage Lottery Fund Grant

After two previously unsuccessful applications, third time was the charm and Trinity was awarded Stage 1 funding for a total application of over £530,000 (the largest grant the theatre has ever received)! The initial Stage 1 funding of almost £30,000 will be used over the next year to develop our heritage plans for a new exciting heritage attraction within our clocktower and to create an activity plan for how we will engage with the public. The project will also support a key element of our sustainability by addressing the necessary previously identified maintenance works for our Grade II* listed building.

Tunbridge Wells Borough Council Grant

Aware that Trinity's regular core revenue grant was decreasing and likely to come to an end, we have been working on developing new income sources to ensure our future sustainability. A combination of capital works are felt to offer this opportunity and we were successful in convincing Tunbridge Wells Borough Council to agree with, and believe sufficiently in, our plans to commit a capital grant of £300k to help us take these plans forwards (the largest grant they have ever awarded us).

This grant will support further front of house upgrades, which are designed to contribute to improvements in our audience engagement experience. This grant was also key in the funding being awarded from the Heritage Lottery Fund as it demonstrated that we had significant financial support from other sources. We are very grateful for their support and belief in us.

KEY ACHIEVEMENTS

Technical Equipment Upgrades

Wanting to ensure that Trinity's experience for our visitors is the highest standard possible, we invested over £30k (using an ACE grant from last year) in a significant upgrade of the auditorium sound system, replacing all the key speakers with a new state of the art system.

To support the lighting facilities of the venue for our own productions as well as visiting performers, we also invested in a new modern lighting desk to increase the functionality and capabilities. We are confident that this will see a great improvement in the overall audience and artist experience when using these facilities.

New Booking System

Our previous booking system, Ticketsolve, has served us well over the last decade, however Spektrix provides a number of additional functionalities and capabilities which should aid us as we move into the next stage of our journey. Therefore, March 2019 saw us transfer over to this new system with the hard work of our staff and Box Office volunteers, and next year will see us begin to take full advantage of its added benefits.

ENGAGEMENT

Audiences

We are proud to be a theatre, arts centre, and creative space for our local community. We have consistently exceeded the targets set by TWBC, a core funder of ours, and are always looking for ways to grow and expand our reach.

In order to sustain and grow our audiences, our marketing efforts are absolutely crucial.

In 2018/19:

- 35,000 brochures were distributed three times a year through various mediums
- 1.15 million page views of our website annually, with 125k unique users
- 13.2k active followers across our social media channels
- 19,713 active subscribers

Partnerships

We believe it is key to work collaboratively and in partnership with the local community. As well as our relationships with artists, schools and local groups, we are active on three local external partnerships –

- Cultural Consortium
- Royal Tunbridge Wells Town Forum
- Royal Tunbridge Wells Together

We also work closely and collaboratively with the local council.

CREATING WORK

This year we produced another professional Christmas show as well as supporting another.

The Producers

Mel Brooks' *The Producers* was brought brilliantly to life on the Trinity stage, receiving wonderful feedback and providing a source of income for the theatre at a time when we would historically have been closed.

"It was so good that I bought another set of friends to see it on a second night - I've never done that before - and I still laughed all the way through."

*"We were entertained non-stop and had so much fun. Couldn't have enjoyed it more. How on earth can you top that one when it followed the wonderful *One Man Two Governors* and the hilariously funny and spectacular *Spamalot!* But I'm sure you will!"*

"It was brilliant! I saw the West End production and enjoyed this one more"



The Wind in the Willows

We were thrilled to acquire the rights to *The Wind in the Willows* for our 2018 Christmas production, which had previously been performed at the London Palladium. This was a beautiful and creative show, following last year's ambitious *The Wizard of Oz*, which combined the talents of professional actors and local children in our young ensemble, continuing our ambitions to work closely with the local community wherever possible.

The Musical Direction was in the capable hands of Tony Stenson, in his final professional engagement with Trinity Theatre. This marked Tony's 9th Christmas with Trinity, and we are so grateful for everything he has given the theatre. Elizabeth Witt and Jessica Punch brought the ensemble numbers to life with their beautiful and skilled choreography. In what was also their finale with us, it was a fittingly ambitious and creative piece of work.

The show received a very positive reception from audience members, and was financially successful, even leading to additional performances being added to the run – the first time this had happened since 2015's *Oliver!* As ever, this production brought the entire Trinity team together, with a wonderful Marketing campaign and successful Gala night, creating something we can all be proud of.

"Congratulations to everyone involved. It's so lovely to be able to go to such a high-quality production locally and Trinity is such a wonderful, intimate venue."

"The show was a complete joy to watch. Quality all the way in all departments. Fantastic staging and live band"

"It was the perfect Christmas experience."

YOUTH & LEARNING

Our Youth & Learning department continued to grow, with existing programmes expanding and new projects beginning. This was made possible with the recruitment of Juliette Finn as our new Youth Officer, whilst Jess Horsley moved into a dedicated Learning Officer role to support our ever-growing Speech Bubbles and education programme.

Regular Workshops

Our popular Monday night Drama Workshops continued, with the demand such that we added in an extra group for school year 8 – Lantern. In total, 134 young people took part in these workshops throughout the Spring term. We also added in two LAMDA sessions, working with ten young people each week.

Our Backstage Youth Theatre also developed out of the success of our Technical Summer Schools, with members learning about lighting, sound, stage management, set, costumes, props and make-up from a range of industry professionals. This was again run in conjunction with the local Skinners' Kent Academy, who provided space and staff in exchange for spaces on the course.

Our free drama workshops for local young people also continued in partnership with the Assembly Hall Theatre, with a new group in Cranbrook joining the one in Sherwood.



Productions

Following the success of 2018/19's Alice, the youth theatre staged a number of shows to critical and financial success. Over the Summer, two casts of 32, aged 7-13, performed Madagascar Jr, with rehearsals and performances all taking place in under a week. Meanwhile, a cast of 35 13-18-year olds performed Les Misérables School Edition starting rehearsals little under two weeks before the first performance. The show also featured a mixed professional and young amateur 16-piece orchestra, with young participants performing alongside their professional counterparts. Backstage Youth Theatre members also took on roles with costumes, props and make-up as well as running the show as deputy stage manager, lighting operator and sound operator. A total of 643 people saw the show across three performances to wide acclaim from audience members:

"Huge congratulations to everyone involved in this astonishing production. Such wonderful voices, moving performances, excellent orchestra and brilliant staging. It's a while since so many shivers have descended my spine, and so many tears rolled down my face - delighted that the standing ovation at the end was the loudest & longest I think I have ever seen at a Trinity performance; very well deserved. It was a triumph!"

Terry Pratchett's Mort took place in October, to an enthusiastic half term audience, with fantastic performances from the young cast. Ellie Rowland, following her success on Alice, returned as young assistant director. Meanwhile, the February slot featured Disney's High School Musical on Stage, with 1044 audience members across four performances. Again, these productions saw large contributions from the Backstage Youth Theatre, who helped bring these shows to life. Following the success of National Theatre Connections 2018 and When They Go Low, the youth theatre took on the new play of Variations by Katie Him for Connections 2019. There were two performances at Trinity Theatre, followed by a further three at The Oast Theatre in Tonbridge, and a performance at The Marlowe Studio followed in May 2019. The company for Variations became incredibly close and provided a model for future youth theatre productions, which we hope will continue.

YOUTH & LEARNING

The Youth & Learning department is always keen to give personal development opportunities for Trinity staff members, giving them a chance to gain new experiences and develop skills on youth theatre shows. Juliette Finn admirably took on the challenge of her first Musical Director role on High School Musical, while Technician Harriet Woollam was Production Manager. Matt Syms, long-time youth theatre facilitator, also featured in the cast as Coach Bolton. Variations, meanwhile, was assistant directed and production managed by Trinity Administrative Assistant, Felicia de Angeli.

Movie Making

Samuel Marlow, a regular youth theatre collaborator and filmmaker, began weekly Movie Makers sessions, with members learning about skills for both in front of, and behind the camera.

Samuel also ran our first Movie in a Week project, Wanderers, which was shot in local locations thanks to support from local businesses such as Royal Victoria Place. The project was so successful that future Movies in a Week are now planned over school holidays. The final film was shown on the Trinity Theatre cinema screen with an audience of over 80.



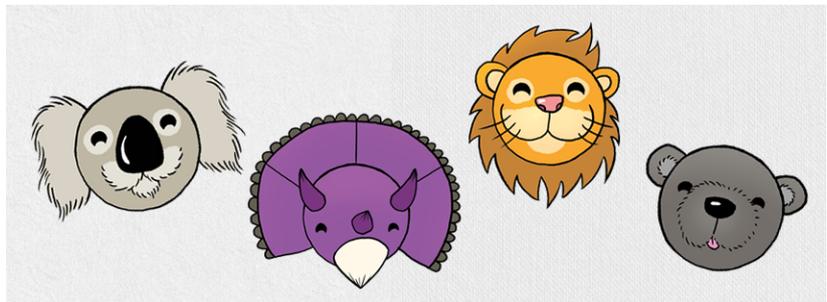
One Off Workshops

We run a range of other one-off workshops throughout the year that go from a few hours in length to a few days. These include our very popular musical theatre days, acting technique classes, stop motion animation workshops, make-up workshops and photoshoots. Over the year, approximately 200 young people take part in these workshops and feedback is typically incredibly positive. Words regularly used to describe our one-off workshops as part of our feedback process: invigorating, inspiring, entertaining, rewarding, creative. But most of all: fun!

Education

The Youth & Learning department organised a range of workshops with schools, both on- and off-site, as well as organising school tours and trips. The Youth & Learning team are also invited regularly to judge local drama competitions in schools and provide prizes to the winning teams.

In November 2018, Trinity also hosted the popular Shakespeare Schools Festival once again, which engaged with six local schools in the works of Shakespeare.



Speech Bubbles

The cornerstone of our Education programme is Speech Bubbles, a program aimed at supporting children in school years 1 and 2 (ages 5-7) with speech, language and communication needs.

With funding support from Kent County Council and the Arts Society and the hard work of the team was able to grow from three schools and 32 children in 2017/18 to eight schools and 124 children in the 2018/19 academic year across the Tunbridge Wells area.

COMMUNITY

Trinity, since its creation, has been a key pillar of the community. We have been hosting community groups and events for many years; however we have recently expanded our community activity with dedicated programs and 2018/19 was our biggest year yet. In August 2018 Elise Verney joined the team as Front of House Assistant in order to help provide capacity for Jocelyn Cheek who has led on this program. This has allowed Trinity to continue to support its many activities as well as build on the success of its Senior Cinema Club with introducing a new Trinity Encore project.

Senior Cinema Club

This club has continued to support reducing social isolation amongst older local residents by providing a space to come together and watch and discuss classic films together. This year membership of the club increased from 58 to 142 participants with a high proportion of those club members being referred from another charity. We aim to make the club as warm and friendly as possible, so that everyone feels welcome!

"The staff are inclusive and courteous, staff don't just tell you about coffee, they invite and encourage you to stay and join in"

In 2018 the Senior Cinema Club was supported by grants from Groundwork (One Stop) and Awards For All (The National Lottery), in 2019 the club was supported by sponsorship from Prelude Stone. We continue to work closely with The Good Neighbour Project and are very grateful for their advice and support.

Trinity Encore

In 2018 we were awarded a grant from the Postcode Lottery Fund which allowed us to develop our most exciting project yet: Trinity Encore. Trinity Encore aims to improve the wellbeing of people living with dementia or other age-related illnesses, their carers and other elderly members of the community through singing and music. The weekly choir began in January 2019 and has made a huge impact on those who attend. Singing is not only good for physical health, but improves general wellbeing by allowing people to live in the moment and enjoy themselves, regardless of age or cognitive ability. Although only in its first year, the choir has proved a rewarding and enriching experience for both participants and families, and has created a strong, supportive community.

"...it is the one activity my mum looks forward to and will happily attend. Each week she is more confident and socializes more!"

80% of participants said that singing made them feel happy

100% of the carers/companions asked, stated a change of mood in their partner/companion since they joined the choir



Community Strategy

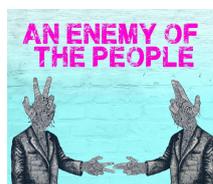
Following our success with Senior Cinema and Trinity Encore, a strategy is being developed to invest further in this area of activity. We hope to create spaces and opportunities for everyone to be creative regardless of age, ability or background. We want to make a difference to our local community by building sustained partnerships with other charitable and cultural organisations, which will enable us to create arts programmes to connect people, improve health and allow people to express themselves.

TRINITY PROGRAMME

1st April 2018 - 31st March 2019

Theatre

Show	Company	Show	Company
Lady Montagu	Duncan Hopper	Caravaggio: A Life Sacred & Profane	Andrew Graham Dixon
RSC Live: Macbeth	RSC Live	I'm Not Running	Wright
A Doll's House	Theatrical Niche	Hancock's Half Hour	NT Live
Skylight	TTC	The 39 Steps	Apollo Theatre
American In Paris	Screened Content	Bouncers	TTC
The Wind in the Willows	Screened Content	NT Connections:	Theatre Royal Wakefield
An Ideal Husband	Screened Content	Variations	Trinity Youth Theatre
Mckellen: Playing the Part	Screened Content	9 to 5	Chichester University
The Merchant of Venice	Bowler Crab Productions	The Odyssey	The Pantaloons
A Necessary Woman	CLAIR/OBSCUR		
Lady Windermere's Fan	Screened Content		
Everybody's Talking About Jamie	Screened Content		
Outside Edge	TTC		
The Magic of Musicals	Theatretrain		
Romeo & Juliet	RSC Live		
Madagascar	Trinity Youth Theatre		
Les Miserables	Trinity Youth Theatre		
The Producers	John Martin Productions		
Julie	NT Live		
The Merry Wives of Windsor	RSC Live		
The Flop	Hijinx Theatre Company		
Gardeners' Question Time	Helen Yemm & Cancer Research UK		
	Apollo Theatre Company		
	NT Live		
	Merely Theatre		
	Screened Content		
	Rumpus Theatre Company		
	TTC-		
	Flintlock Theatre		
	Screened Content		
	RSC Live		
	NT Live Encore		
	NT Live Encore		
	Paines Plough		
	Screened Content		
	Quantum Theatre		
	Trinity Theatre Productions		
	Screened Content		
	NT Live		
	NT Live Encore		

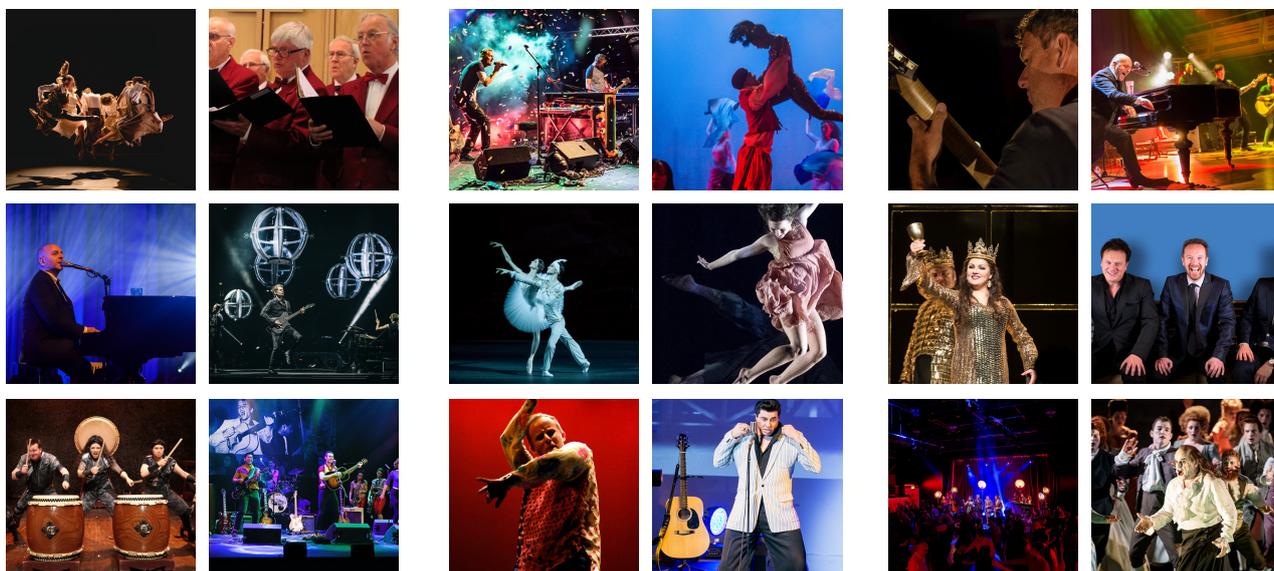


TRINITY PROGRAMME

1st April 2018 - 31st March 2019

Music & Dance

Show	Company	Show	Company
Macbeth JV2	ROH Jasmin Vardimon Company	Flamenco Express Mayerling Die Wakure	Flamenco Express ROH On Screen ROH On Screen
I Know I Dream YouMeWe Local & Live RTWOMVC: 80th Anniversary Images Ballet Simon & Garfunkel: Through The Years Hans Zimmer: Live in Prague Swan Lake Elvis Presley We Love to Boogie Saul André Rieu: Maastricht 2018 Concert Muse: Drone World Tour Vanessa RocknRoll Revolution The Billy Joel Songbook Stringhege - One Year On Tenors Un Limited: 15 Year Anniversary Tour	Stacey Kent Paul Dunton Presents Royal Tunbridge Wells Orpheus Male Voice Choir Clearcut Bookends Screened Content Screened Content Elio Pace Presents Cerise School of Dance Glyndebourne On Screen Screened Content Screened Content Glyndebourne On Screen The Bluejays Elio Pace Richard Durrant Tenors Un Limited	Scheherazade and 1001 Nights Mugenkyo Taiko Drummers La Sylphide La Bayadere Coldplace Candelit Christmas The Nutcracker Queen of Spades Shall we Dance? La Traviata Down for the Count Emergence Christine Bellinger School of Dance The Elvis Years ROH Don Quixote The Sleeping Beauty GEMS Concert & Prize Giving	Company of Dreams Taiko Drummers Bolshoi On Screen ROH On Screen Coldplace Richard Durrant Bolshoi Live On Screen ROH On Screen Sarah Jane Dance ROH On Screen Down For the Count Swing Orchestra Emergence Catherine Bellinger School of Dance The Elvis Year ROH On Screen Bolshoi Live On Screen GEMS



TRINITY PROGRAMME

1st April 2018 - 31st March 2019

Comedy

Show	Performer	Show	Performer
In Character	Simon Day	Into the Punset	Stewart Francis
Here Come The Girls	Jess Robinson	Rich Hall's Hoedown	Rich Hall
Every Little Thing's Gonna be Alright	Mark Steel	Principles of Deception	Ali Cooke
Jeremy Hardy	Jeremy Hardy	Chubster	Hal Cruttenden
Pragmatic Insanity	Robin Ince	Devil May Care	Marcus Brigstocke
Dr Phil's Health Revolution	Dr Phil Hammond	Rory Bremner & Jan Ravens	Rory Bremner & Jan Ravens
Mistress And Misfit	Shappi Khorsandi	The Infinite Show	Mark Watson
Marvels	Pete Firman	Motion Sickness	Ivo Graham
Work in Progress	Joel Dommet	I Swear To...	Tom Stade
Genius	Simon Evans	Check Up	Mark Thomas
An Evening of Live Comedy	Giggleos		



Children's Theatre

Show	Company	Show	Company
Snow Maiden & Friends	Cat's Grin	Goldilocks & Friends	Cat's Grin
Captain Flinn and the Pirate Dinosaurs 2: The Magic Cutlass!	Les Petitis Theatre Company	How to Hide a Lion	Peter Glanville
Noggin the Nog	Third Party Production	The High Jinx Show	The High Jinx Show
The Walrus and the Carpenter	iDOLRiCH	Alice in Wonderland	Let's All Dance
Tom Thumb	TheatreRotto	Tales From Shakespeare	Cat's Grin
Alice's Adventures in Wonderland	Lyngo Theatre	The Snow Queen	Quantum Theatre
Doctor Dolittle	Cat's Grin Theatre Company	Snow Play	Marcello Chiarenza
	K22 Productions	Aesop's Fables	Cat's Grin
		Be Happy Harry Hippo	Hodepodge Theatre
		Jack and the Beanstalk	Lyngo Theatre



TRINITY PROGRAMME

1st April 2018 - 31st March 2019

Film

Journey's End
 The 15:17 to Paris
 Early Man
 Coco
 The Mercy
 The Post
 I, Tonya
 Ferdinand
 Lady Bird
 Wonder
 Three Billboards
 Red Sparrow
 Phantom Thread
 Lover for a day (*L'amant D'un Jour*)
 Shape of Water
 Sweet Country
 Finding your Feet
 A Fantastic Woman (*Una Mujer Fantastica*)
 Walk like a Panther
 Mary Magdalene
 Mountains May Depart (*Shānhé gùrén*)
 A wrinkle in time
 The Bachelors
 The Square
 Wonderstruck
 My Golden Days (*Trois Souvenirs De Ma Jeunesse*)
 Ready Player One
 I Kill Giants
 Peter Rabbit
 Westwood: Punk, Icon, Activist
 I got Life (*Aurore*)
 You, Me & Him
 Isle of Dogs
 Funny cow
 Tully
 The Guernsey Literary and Potato Peel Pie society

The Leisure Seeker
 Let The Sunshine In (*Un Beau Soleil Intérieur*)
 Ghost Stories
 That Goodnight
 Just One Drop
 Never Steady, Never Still
 Zama
 Lean On Pete
 Edie
 That Summer
 On Chesil Beach
 Jeune
 Femme (*Montparnasse Bienvenue*)
 EOS: Cézanne - Portraits of Life
 EOS: Van Gogh
 EOS: I, Claude Monet
 Patrick
 Madame
 Book Club
 The Happy Prince
 Ocean's 8
 In the Fade
 Leave No Trace
 Mamma Mia: Here We Go Again
 McQueen
 Disney's Christopher Robin
 The Book Shop
 Swimming with Men
 A Sicilian Ghost Story
 BlacKkKlansman
 The Children Act
 Incredibles 2
 Hotel Transylvania 3: A Monster Vacation
 The Escape
 King of Thieves
 The Seagull
 The Wife
 Crazy Rich Asians

Lucky
 A Star is Born
 Exhibition on Screen: Degas - Passion for Perfection
 The Muppets Christmas Carol
 First Man
 Widows
 Bohemian Rhapsody
 Cold War
 The Old Man & The Gun
 Wildlife
 The Favourite
 Stan and Ollie
 The Heiresses (*Las Herederas*)
 Mary Queen of Scots
 Vice
 Beautiful Boy
 Can You Ever Forgive Me
 Green Street
 If Beale Street Could Talk
 Return of the Hero (*Le Retour Des Héros*)
 Boy Erased
 Colette

Senior Cinema
 An Inspector Calls
 A Streetcar Named Desire
 Cat on a Hot Tin Roof
 Sleepless in Seattle
 This Happy Breed
 From Russia With Love
 Breakfast at Tiffany's
 Rebel Without A Cause
 Roman Holiday
 Bonnie & Clyde



GALLERY

One key theme stands out in Trinity’s 2018/19 Visual Arts programme: Colour. Several of the 22 different exhibitions delved into an exploration of colour, vibrancy and creative ways to manipulate it across different forms. From Christa Corner’s delicate hand make paper pieces, to Clive Campbell’s huge glass contemporary sculptures, and inspiration found from dancers at the Royal Academy in London to the the wild National Parks of Africa; the visual arts programme has been exciting, varied and explorative. It is particularly notable how many of the artists in this year’s programme were young artists exhibiting for the first time. Trinity is very proud to offer a platform and support to young and emerging artists, as demonstrated by a particular season highlight: welcoming back our own Associate artist Matt Syms for his third solo exhibition here.

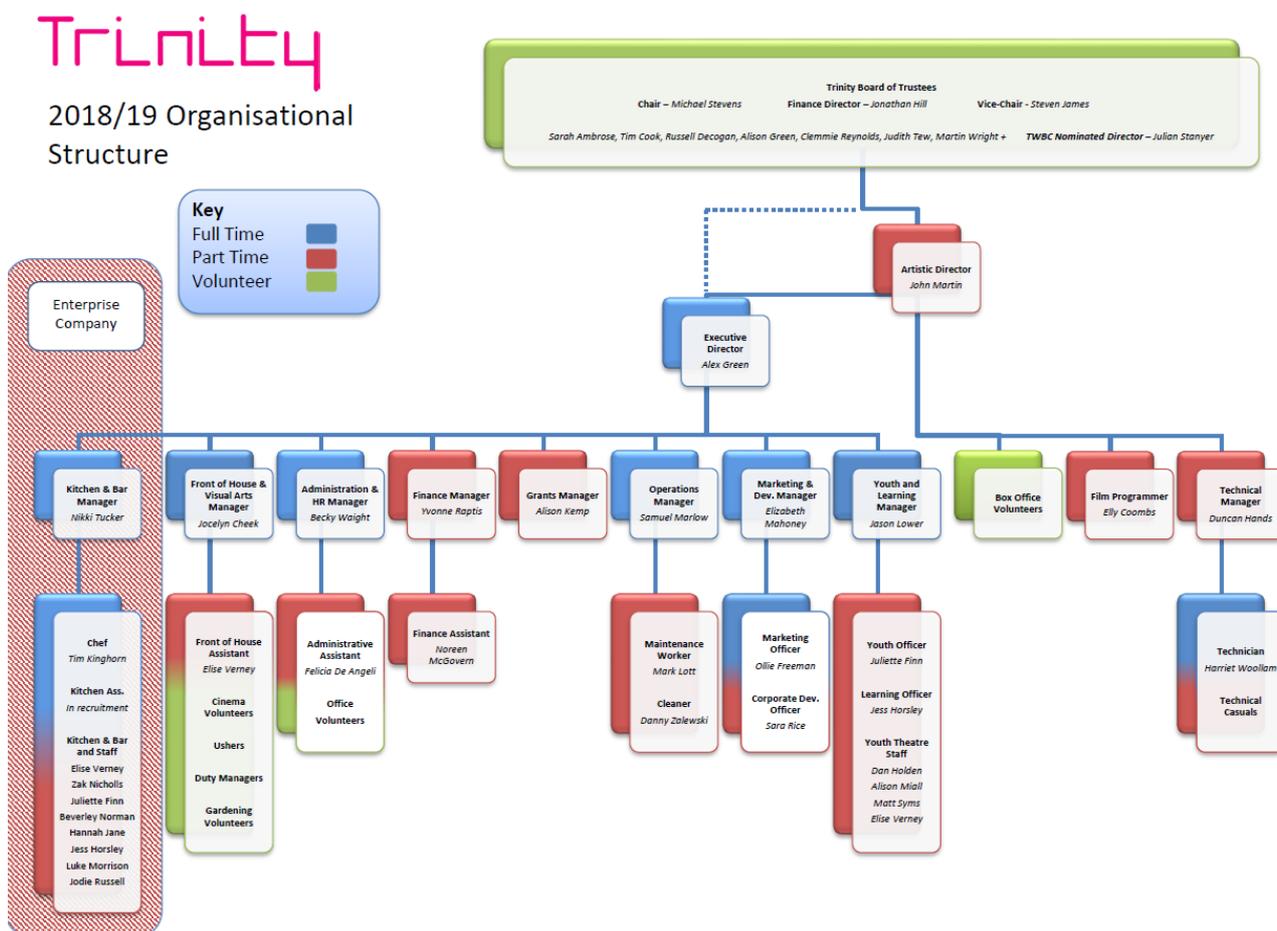
Exhibition Title	Artist	Exhibition Title	Artist
Vulnerability	Jenny Neill	Through My Lens	Dorothy Clarke
Geometry for the Many, Not the Few	Katie Ivory	Winter Portraits	Jurgita Nakos
Substance 12	Substance 12	Paintings and Sculptures of Dancers	Robin Holtom
Landscapes	Francisco Centofanti	Annual Exhibition 2019	Mindwell Art Group
New Directions	Christa Corner	From Prism to Art	Clive Campbell
Keratin	Eddie Vanderwerf	Drawn to Colour	Julie King
From the Kitchen Table	Maria & David Strappini	Wild Africa	Heidi Crundwell
A Celebration of Sport: The Starting 11	Harriet Edwards		
More Rare Skills	Rare Skills Gallery		
The Forum Music and Arts Venue: 25 Years & Beyond	The Forum		
Temporary Everythings	Rob Jones		
Matt Syms	Matt Syms		
Mixing it Up	Angela Dewett/Brigitt Head/Jean McCree		
Transitions	Jenny Herbert		
Wednesday Embroidery Workshop	Di Buyers/Embroidery Group		

GOVERNANCE & STAFFING

The charity – Trinity Theatre & Arts Centre Ltd (TTAC) – is controlled by its governing document, which was created in 1996 when the theatre re-registered as a charity after becoming incorporated. It is supported by its trading arm Trinity Arts Enterprises Ltd (TAEL), with all profits donated to the theatre.

Trinity is led by a board of up to 10 voluntary trustees who serve for three-year terms and act as a supervisory board for all the charity’s affairs. The board is supplemented with an additional voluntary trustee who represents Tunbridge Wells Borough Council. They also form a number of subcommittees to oversee key areas of the charity.

On a day-to-day basis Trinity is led by an Executive team who support the Departmental Managers who, in turn, are supported by additional staff and a large team of volunteers.



Staff who stood down in the year

- Conor Fuller – Marketing Manager (November 2016 – April 2018)
- Adam Flynn – Head Technician (March 2017 – May 2018)
- Chris Burden – Technician (June 2016 – June 2018)
- Sam Farrow – Operations Manager (February 2012 – July 2018)
- Alison Woolley – Corporate Development Officer (February 2018 – June 2018)
- Richard Leadbetter – Finance Manager (August 2017 – April 2018)
- Josh Palmer – Head Technician (June 2018 – August 2018)
- Dan Holden – Kitchen and Bar Staff (July 2016 - September 2018)
- Zak Nicholls – Kitchen and Bar Staff (November 2017 – February 2019)

VOLUNTEERS

The dedicated support of our volunteers is essential to the successful running of Trinity Theatre, and without them it would be nearly impossible to deliver the wide variety of programming, opportunities and engagement that Trinity offers.

We have over 230 Volunteers who provide a staggering figure of over 20,000 hours of volunteering every year. Our volunteers support us across all areas of the organization providing key support to ensure the smooth running of day to day operations, internally and externally. Their support, dedication and enthusiasm is truly incredible and extremely appreciated!

With the installation of our new sound system, Trinity held a one-off screening of Mary Poppins Returns for staff and volunteers as the first audience to experience the new improved system. It was a great evening with positive feedback on the system. Trinity also holds an Annual Volunteer Party as a way of thanks for all the hard work and commitment of the volunteers. This year, Trinity held a Literary themed party in August for the Annual Volunteer Party. Despite the weather spoiling plans of a Garden Party, we retreated into the foyer for an absolutely lovely afternoon filled with canapes, drinks parlour games (all literary themed of course) and a quiz. It was a great chance for everyone to relax and socialise, as well as providing an opportunity for Trinity staff to pass on their whole-hearted thanks to the volunteers for all their support and hard work. This opportunity was also provided at the Trinity Christmas Volunteer party, which was a cosy and festive evening of mince pies, mulled wine and, of course, a quiz.



This Year, our Volunteers went even further to provide very generous support helping the staff team with our Foyer refurbishment in August including ripping up carpets, sanding and painting. Their help made it possible to complete the project within two weeks. Our sincerest thanks are extended to everyone who offered their time to help us bring the new and improved foyer to life.

Graham Clarke, Wyndham Westaway, Kate Burton, Pete Burton, Jo Boler, Jamie Freeman, Carol Wood, Ali Pierce, Hugh Gorton, Stephen Parris, Tanya Griffiths, Peter Hewett, Carmel Dunmall, Susie Allfey and Martin Stokes.

Key Volunteers

There are several volunteers at Trinity who go above and beyond in their dedication and enthusiasm for Trinity, taking on managerial and difficult tasks and fulfilling them wholeheartedly.

These key individuals are:

- Nicky Moreton, Sheila Button and Kathryn Clyde who help run the box office. Kathryn also provides crucial support to the finance function.
- Simon Collins and Roger Norton - Finance support
- Richard Adams, Wyndham Westaway – Set Construction and Maintenance
- Darran Taplin and Maureen Fleming – Stage Crew support
- Calhan Mundy – Marketing support
- Patsy Dale - Costumes

VOLUNTEERS

Box Office Volunteers

Trinity's team of Box Office volunteers work at the heart of the venue and deal with a wide range of audience enquiries including selling tickets, promoting shows and selling memberships. In addition, our Box Office Volunteers showed great adaptability and patience with our transition to our new Box Office System. We are hugely grateful to them for their time and commitment in getting to know the new system by attending additional on-site workshops in advance of the transition.

Angela Hines, Christne Phillips, Diana Jesse, Gale Smith, Irene Becker, Janet Birch, Joy Blake, Kathryn Clyde, Nicky Moreton, Pat Smith, Penny Gorton, Sheila Burton, SueSmith, Val Chris, Valerie Stirling

Cinema Volunteers

A key part of Trinity's program is the wide range of film and alternative content screenings where our cinema volunteers play a key role in enabling them to take place.

Darran Taplin, Hugh Gorton, Maureen Fleming, Richard Adams, Seb Weber, Mark Townley

Community Volunteers

Trinity's Community department began a new outreach project this year which has been loyally supported by volunteers. Trinity Encore is a weekly choir open to those living with dementia, and their carers or loved ones. This new volunteering opportunity included all Encore volunteers attending Dementia Friends sessions, to learn more about how we can be an accessible venue and how to make our Encore participants feel comfortable and looked after. They do a fantastic job and Trinity Encore is going from strength to strength as a result.

Rosemary Sumpter, Liz Laury, Tanya Griffiths, Sheila Coombs, Carmel Dunmall, Abigail Page and Simon Collins.



Show Volunteers

Trinity presented two large musical productions this year, and volunteers were key in getting both of them from script to stage in time for opening night. Trinity's August musical was *The Producers* and the Christmas production of *Wind in the Willows* was one of the most successful Christmas shows in recent years. We were delighted to be able to extend the run to accommodate more audiences and the volunteers quickly stepped up to assist with those extra shows. Volunteers also helped create and paint the sets, acted as crew and as followspot operators.

Maureen Fleming, Darran Taplin, Elise Verney, Jack Wood, Gemma Robinson, Tamsin Robinson and Matthew Welch, Claire Adams, Richard Adams, Alan Smytherman, Darran Taplin, Lesley Westaway, Wyndham Westaway, Jack Wood and Sheila Woollam.

VOLUNTEERS

Front of House Duty Managers

Trinity's Duty Managers play an invaluable role in making sure each evening or daytime performance runs smoothly. They work tirelessly to make sure the customer experience of the event is as positive as possible.

Chris Forrest, Julie Gambling, George Brand, Gill Simpson, Sam Marlow, Kate Knight, Michael Sussams, Sally Perkins, Susan Cooper, Tony Hemming, Alison Grace, Fiona Stevenson, Joanna Boler and Margo Hawkes

Front of House Ushers

The Trinity FOH Ushers provide a welcoming, positive and supportive environment for our audience and enable us to provide a varied and extensive programme.

Abigail Page, Alan Round, Alex Ena-Smith, Ali Pierce, Alison Grace, Angus Gribbon, Anna Hulm, Anne Chapman, Anne Vanner, Annette Parris, Annie Langford, Barbara Hill, Barbara Holcombe, Ben Burke, Bean Fearon, Brian McMahon, Camilla Macnaghten, Carol Moulton, Carol Wallis, Carol Wood, Carol Wallis, Carol Wood, Caroline Aitken, Caroline Stevens, Caroline Swain, Catherine Burgess, Catherine Hunt, Catherine Patey, Cecilia Daneo, Cheryl Sinclair, Christopher Reece, Christine Knittel, Claudette Law, Cliff Blakey, Derek Henderson, Daniel Clarke, David Rayner, Diane Biastow, Diane Gittings, Dominic Starke, Eddie Vanner, Elaine McNeilly, Elaine Tanner, Eryl Rayner, Fiona Kitchen, Fiona Stevenson, Gale Smith, Georgia Caismir, Georgie Bennett, Gill Simpson, Harry Hamilton, Heather Chatfield, Helena Jones, Hilary Brown, Hugh Gorton, Ian Bradford, Immy Watson, Isabela Taylor, Isabelle Copley, Jack Wood, Jackie Fuller, Jackie Thomas, James Andrews, James Judge, Jan Cooper, Janet Thornley, Janina Rageth, Jaqueline Wright, Jenny Francis, Jenny Shepherd, Jo Boler, Joanna Perry, John West, Julia Lee, Julie Gambling, Julie Jeffery, Karen Churcher, Kate Burton, Kate Knight, Kerri Horwitz, Laura Acosta, Laura Mills, Laurel Soden, Lauren Dennis, Lesley Westaway, Linda Alcaraz, Linda Ormerod, Liz Laury, Lotte Parmley, Louisa Bench, Louisa Langford, Louise Reynolds, Louise Taylor, Lydia Johnson, Lynn Cherry, Lynne Clark, Maddy Ashby, Maggie NiFhinn, Maggie Shape, Margo Hawkes, Mark Stevens, Martin Stokes, Matt Saunders, Maureen Flemming, Maureen Hibbard, Michael Sussams, Mike Clarke, Miranda Baston, Niahm Jones, Nic Harvey, Nicola Giddings, Nicole Blakey, Nicole Gower, Paul Barter, Paul Kitchen, Penny Clarke, Peter Burton, Peter Hewett, Philip Heyes, Rebecca Grubb, Roger Norton, Rosemary Sumpter, Rosie Martin, Ruth Hancock, Sally Perkins, Sandra Chapman, Sandy McDonald, Sarah Gauntlett, Sarah Maynard, Sarah Rogers, Sheila Coombs, Simon Collins, Stephen Parris, Steve Gable, Sue Davies, Sue Isted, Sue Phillips, Sue Ward, Susan Cooper, Susie Allfrey, Sylvia Fuller, Tanya Griffiths, Tess Perryman, Tilly Franklin, Tina Judge, Tony Hemming, Val Coombes, Wyndham Westaway

Gardening Volunteers

Trinity's Garden Club meets fortnightly all year round to keep the garden around Trinity looking tidy and inviting.

Brian McMahon, Caroline Stevens, Cheryl Sinclair, Lesley Westaway, Sue White, Susan Cooper, Wyndham Westaway

Office Volunteers

Trinity welcomes a team of regular office volunteers and seasonal work experience students. Their work and support has allowed staff to make significant progress on a number of projects.

John Ridley, Olive O'Byrne (Membership) and Eric Schofield.

Our Marketing department also brought on a Marketing Volunteer, Calhan Mundy, to provide additional support across the department and provide extra help over the Christmas Period, enabling the department to explore new and varied ways of reaching new audiences.

Work Experience: Ana Raptis, Annie Paler, Jennifer Kearney, Jessica Fraser, Lizzie Ralph, Nell Johnston, Oliver Coverdale, Phoebe Winter

FINANCE REPORT

Achievement and Performance

Following the positive result in 2017/18 of almost £35k we were able to repeat a surplus, achieving a positive figure of £14k despite the reduction in core grant funds of £10k.

Performance attendance remained strong, resulting in an increase of almost £20k in income and over £6k additional surplus for live performances, which was slightly offset by a reduced surplus of £3k for cinema. A new marketing approach combined with a strong title led to high advanced sales for Christmas resulting in a final surplus of £12k ahead of the previous year and £15k ahead of budget.

The Youth Operation has again continued to expand significantly with a £50k or 65% increase in turnover of £20k and an almost doubling of surplus from a little over £20k to almost £40k. Auditorium hire income also increased by over £3k.

Baseline membership income grew by £3k, however as a result of the new member benefit of not paying booking fees, this increase was offset by lower booking fee revenue. Corporate income increased by almost £10k after a strong year and donations rose by over £8k, assisted by a gift aid claim of £2k and the New Year's Eve Hug-many event raising over £3k for Trinity.

Overheads stayed close to their budgeted figures but did grow compared to last year as we have invested in staffing and the venue.

Trinity Arts Enterprises Limited (the Kitchen and Bar trading company) managed to improve and strengthen its result, more than doubling its donation to the parent company compared to the previous year. The investment in staffing and the front of house upgrade over the summer are designed to support further, future growth.

Financial Review

2018/19 generated a net surplus after depreciation of £14,265. Unrestricted funds were £17,359 in deficit which emphasises the need to increase revenue sources to ensure better working capital and long-term sustainability for the theatre.

There remains some opportunity for further refinement and growth in theatre activities including audience development (which we are focussing on). However, the growth of other income streams, e.g. catering, are also critical to improve results. Trinity will also submit a claim under the theatre tax relief scheme which should help cash reserves, as well as future regular claims which will further support our annual finances.

Capital Investment

The previously mentioned upgrade to front of house facilities over August 2018 included refurbished furniture, painting, new panelling and new flooring and was very positively received.

We also invested in two key items of equipment designed to support theatre operations, a new lighting desk and a new sound system for the theatre auditorium. Both are being paid for out of an Arts Council grant awarded to support infrastructure upgrades to help with theatre development and audience development.

Auditors

Hilden Park Accountants have continued to support Trinity via a discounted Auditing package in return for an in-kind sponsorship arrangement. Trinity appreciates their support and recognises our valuable partnership. On page 6 of the statutory Financial Statements they submitted an unqualified audit report.

SUMMARY ACCOUNTS

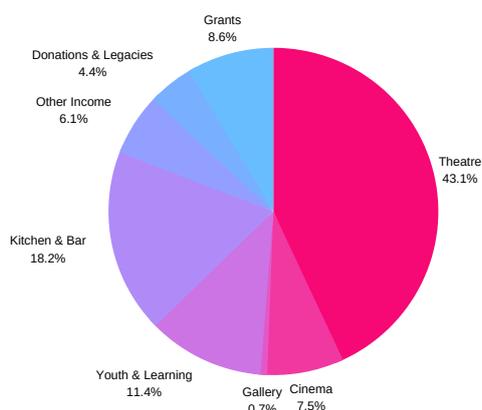
Where Our Money Comes From

	31st March 2019		31st March 2018	
Theatre	508,173	43%	438,991	41%
Cinema	88,857	8%	108,205	10%
Gallery	7,713	1%	9,429	1%
Youth & Learning	134,880	11%	76,827	7%
Kitchen & Bar	214,757	18%	189,922	18%
Other Income	71,863	6%	73,910	7%
Donations & Legacies	52,462	4%	50,202	5%
Grants	101,293	9%	127,845	12%
	1,026,243	100%	1,075,331	100%

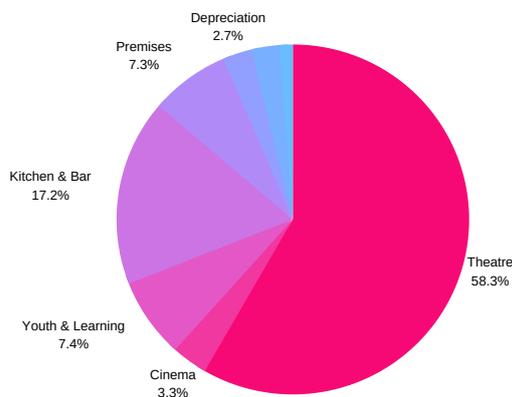
Where Our Money Goes To

Theatre	688,138	58%	590,241	55%
Cinema	38,982	3%	49,133	5%
Youth & Learning	87,339	7%	55,647	5%
Kitchen & Bar	203,359	17%	179,512	17%
Premises	86,036	7%	76,356	7%
Depreciation	31,364	3%	34,527	3%
Other Costs	30,519	3%	54,954	5%
Funding Surplus	14,261	1%	34,962	3%
	1,179,998		1,075,332	100%

Where Our Money Comes From



Where Our Money Goes To



Notes

1. Income from Grants

	31st March 2019	31st March 2018
TWBC Revenue Grant	42,000	42,500
TWBC Capital Grant	-	7,479
Other Revenue Grants	6,429	45,706
Other Capital Grants	52,864	32,160
	101,293	127,845

TRINITY SUPPORTERS

Statutory Sources

Tunbridge Wells Borough Council

£40,000 – Service Level Agreement

The local authority granted a sum to support the operating costs of the charity as per our service level agreement with them.

£2,000 – Capital Grant

A small grant award was made to support addressing maintenance of our water system.

Kent County Council

£13,500 – Education Funding

A grant was awarded to support the Speech Bubbles program run in local schools across Kent

£1,125 – Kent Arts Investment Fund

A grant was awarded to support the use of consultants to help with future strategy.

Lottery Sources

Arts Council England

£36,564 – Grant for the Arts

Trinity received the second payment of a £90k+ grant to support a number of infrastructure projects and upgrades.

£13,500 – National Lottery Project Grants

A total grant of £15,000 was awarded to support a new immersive production, Terror, to take place next year in the town's old court room.

National Lottery Heritage Fund

£13,100 – Stage 1 Heritage Bid

The first 50% of our stage 1 bid to redevelop the clock tower and conserve the venue was awarded.

Trusts and Foundations

£11,500 – Postcode Lottery

A significant grant was awarded to support the new Trinity Encore project.

£5,000 – Gatwick Foundation Fund

A grant was awarded to support the Speech Bubbles program

£5,000 – Lawson Trust

A grant was awarded to support the Speech Bubbles program

£4,700 – Kent Community Foundation

A grant was awarded by the KCF in conjunction with a loan provided to upgrade our front of house so that the loan interest rate would effectively be reduced to zero.

£1700 – Royal Tunbridge Wells Together

A grant was awarded to pay for a survey to help convert the clock tower into a tourist attraction for the town.

£1500 – Royal Victoria Place / British Land

Two grants totaling £1500 were awarded by the local shopping centre and its parent company to support the development of our attic spaces into usable studio rooms.

£1500 – The Arts Society

A grant was awarded to support the Speech Bubbles program

£500 – Astor of Hever Trust

A grant towards funding theatre operations was kindly awarded.

TRINITY SUPPORTERS

Corporate Partners



Corporate Supporters

- Baldwins Travel
- Berry & Lamberts
- Cote Brasserie
- DMP
- Freight Transport Association
- G Collins & Sons
- Ginger Monkeys
- Gleeds
- Hardman and Hemming
- Harley Street Associates
- Infinity
- Liquid Computing
- LLH Residential
- Long Story Short
- My Tunbridge Wells
- NFU Mutual
- Osmond Davis
- Panoramic Wealth Management
- Paperstone
- Savills
- Spa Oil
- The Massage Company
- Thomson, Snell & Passmore
- Ward Mackenzie

We are incredibly grateful for the sponsorship and support provided by our corporate partners and supporters.

Media Partners



CHIEF EXECUTIVE REPORT

Trinity is here to provide a cultural home for the community of Tunbridge Wells; it has done so for almost 40 years and will do so for many more to come. The last 18 months has seen a lot of change for us and I hope that all the work that has been going on will help set us up not only to meet upcoming challenges but to thrive and continue to expand our activity and engagement.

The year of this report 1st April 2018 – 31st March 2019 saw growth in audience numbers, increased youth and community work, a number of specific successes, and continuing to generate a small surplus. This has only been possible through the great efforts made by the team of staff and volunteers who give so much to ensure that we keep achieving our aims and remain a welcoming space for our local community.

This for me is exemplified by how through offering such a diverse and wide range of artistic activity (including drama, film, comedy, dance and music) we are able to appeal to so many different audiences and welcome people from across the community.

The program we offer fills the theatre with energy, but never more so than with the activity we lead on ourselves. Last year saw two professional productions – The Producers and The Wind in the Willows and we have continued to grow our youth and community arms, receiving positive feedback at every occasion.

The Producers was produced and directed by John Martin over the Summer 2018 and was very well received - with it even being referred to as more entertaining than the original production! The Wind in the Willows, our Christmas show, was a strong successor to the achievement of The Wizard of Oz gaining impressive audience feedback and achieving audiences of almost 6000 with extra performances needed to satisfy demand. I would like to thank the team and particularly John, Elizabeth Witt, Jessica Punch and Tony Stenson for all their hard work to achieve this.

The Youth programme growth has continued at a staggering pace, delivering a record level of activity and engagement as well as surplus to support the theatre's costs. I'm delighted this has been possible and my heart is warmed when I hear some of the participants comments, particularly from our Speech Bubbles and Trinity Encore programs which clarify for me why this work is so important. I am truly proud of what Jason Lower and Jocelyn Cheek have brought about but am even more excited by the possibilities of what they will deliver in future years.

A new area of cultural engagement for Trinity will in future years now be possible following the success last year of being awarded a grant from the Heritage Lottery Fund. The total grant of over £0.5m will allow for a new heritage activity plan, the conversion of the clock-tower into a new heritage attraction with viewing platform and the implementation of a comprehensive conservation plan. This is only possible due to the perseverance and talents of our Grants Manager Alison Kemp.

Operationally the theatre has also achieved a number of key successes. The catering operation so ably led by Nikki Tucker has seen standards rise continually and profits more than double. I'd also like to thank Samuel Marlow for his temporary cover of the department until Nikki was recruited. Yvonne Raptis has worked tirelessly in the finance department and has had strong success with claiming VAT refunds, gift aid backlog and is now looking at tax relief schemes for the first time. The department has never been more effective than under her leadership. Sara Rice has managed to not only rebuild our relationships with corporate partners and supporters but to grow them and in turn support the theatre's income and increase our local connections.



CHIEF EXECUTIVE REPORT

Another key success is the move of our ticketing system from Ticketsolve to Spektrix which will provide a lot of benefits for Trinity. The resulting improved opportunities for customers and additional functionalities are only possible as a result of the hard work and patience of the box office team in assisting with this transition. This move, and many other improvements in the Marketing department, including a new brochure design, improved online engagement, increased media presence and an audience development plan have only been possible through Elizabeth Mahoney's leadership and Ollie Freeman's hard work.

The most visible development of the year is the refurbishment of the foyer and front of house which saw volunteers and staff come together to rip up and clean flooring, sand and paint furniture, walls and panelling. There were many hours put into that project and I'd like to thank all the volunteers and staff particularly Jocelyn, Sam, Lizzie and Nikki who ensured the project was a success.

Thanks to Henry Pearce and Duncan Hands, the theatre was also able to implement a further audience development project by investing and improving the theatre's sound system which now means we have a real system to be proud of.

Additionally, I'd like to thank Sam Farrow for his support as Operations Manager, who helped introduce a number of upgrades and improvements across the organisation before he stepped down early last year.

Finally, we were able to convince the Borough Council to provide capital grant of £300k which will go a long way to helping us achieve our capital projects in the next few years! So, thank you to them for extending their regular support; without which we would not exist.

Since March, the board have seen fit to promote me to Chief Executive Officer to lead the organisation as part of a slightly larger team. I promise to work diligently to ensure that their faith was not misplaced and to continue Trinity's mission.

In this role I would like to re-iterate my appreciation for the entire team of staff and volunteers including the Box office team, ushers, duty managers, office assistants, cinema technicians and the gardening club; you are all absolutely crucial to Trinity's survival and future, thank you!

Moving forwards, I would like to congratulate Becky Waight on being promoted to General Manager and welcome Kezia Cole as the new Artistic Director, both of whom I have absolute faith will do a great job. Lastly, I would like to signal my appreciation to John Martin who has given a decade to Trinity. With countless hours provided voluntarily; he has been a great friend and colleague and whilst I am excited for the future, recognise that without him the organisation may not have been here today. I wish him every success for the future and look forward to reporting on the success of his June 2019 production of Terror in next year's report.

Alex Green · Chief Executive Officer



Registered Company number
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TAEL 01848111 (England and Wales)

Registered Charity number
1054547

TRINITY THEATRE

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