



Trinity

ANNUAL REPORT

2019/2020

CHAIRMAN'S REPORT

Welcome to the 2019/20 Annual Report for Trinity Theatre. Writing this in 2021, in the midst of UK lockdown, is both a hopeful and a humbling exercise. I hope that reading the enclosed information gives you an opportunity both to reflect fondly on Trinity's activities during 'normal' times, and to look forward to the future when we can resume! I must begin this report by paying tribute to John Martin, whose tenure as Artistic Director officially concluded during this period. After ten years of service, John transformed Trinity into the thriving theatre and arts centre it is today. Often working as a volunteer his dedication was an inspiration to us all and we would – quite simply – not be here today without him.

May 2019 saw the beginning of a new Senior Leadership team, led by CEO Alex Green. Becky Waight (General Manager) and Elizabeth Mahoney (Marketing & Communications Director) join him in leading and directing the organisation, and I would like to thank all of them for their hard work and dedication to Trinity – which has been even more crucial during the Covid-19 months.

This period saw two Trinity produced productions, our Christmas Show 'The Snow Queen' and site-specific production 'Terror' (in association with John Martin Productions) in Summer 2019. 'Terror' was a feat of imagination and creativity, which saw Trinity go off-site and present an immersive performance in Tunbridge Wells disused courtrooms. With incredibly positive feedback from audiences, and amazing support from our volunteers, it was a fantastic demonstration of John Martin's creativity, and what Trinity could do in the future. Our thanks to the local police force and our friends at the Assembly Hall theatre for their support.

We continue to be a highly sought-after destination for other organisations and companies to bring their work to, with BBC Question Time returning in March 2020. A fantastic team effort from the Trinity staff meant this was one of the most successful hires in recent memory and, as the final big event we were able to host pre-Covid-19, is particularly poignant. Our Youth and Learning and Community departments continued to grow and flourish this year, and I continue to be inspired and excited by the positive changes they are able to impart in their participants.

My thanks, and those of the Board, must also be extended to Tunbridge Wells Borough Council, our Corporate supporters, donors, and members who generously continue to support and believe in us.

On the board, we are delighted that Judith Tew and Martin Wright are both continuing for a further term with us. We also welcome Hannah Banister, a successful theatre director, to the Board this year, which I am delighted about. We say goodbye to Sarah Ambrose, who leaves us this year. Sarah's support for Trinity during her four years on the board has been immense and she will be sorely missed by us all.

At the time of writing the theatre is closed, with no definite end date in sight. I am confident that, once we can reopen, we will do so with all the enthusiasm, good humour and dedication that has always been my experience of working with the Trinity Theatre team. I would like to close this report by paying particular tribute to, and the board's grateful thanks for, the dedication, energy and commitment of the whole Trinity staff team, almost all of whom have been on furlough for extended periods of time, and also our volunteers and supporters in the community who remain passionate about the survival of Trinity during these most challenging of times.



Michael Stevens · Chairman of the Board



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ENGLAND**

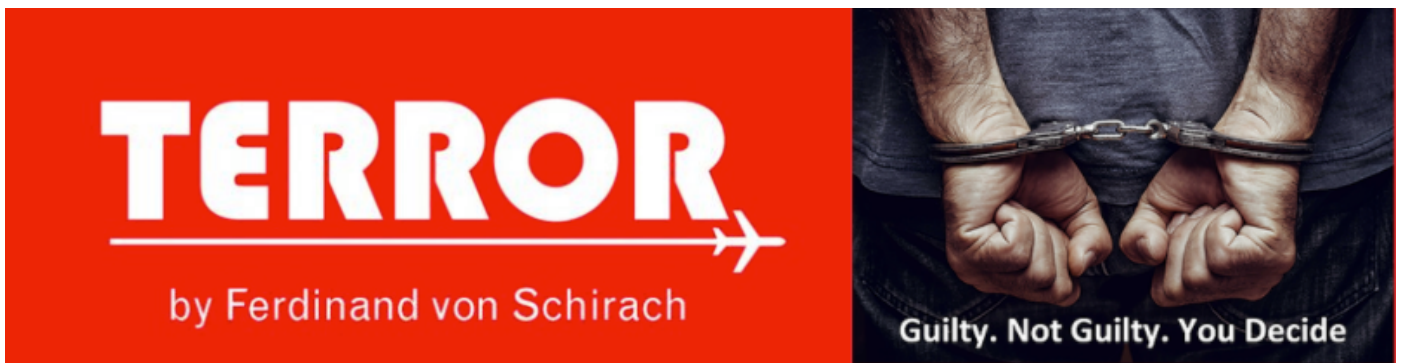


KEY ACHIEVEMENTS

Community

2019/20 saw Trinity serving and engaging with our community more than ever before, something that is at the heart of us as an organisation.

Terror



June 2019 saw one of our most ambitious and creative projects, in the form of 'Terror' a site-specific piece of theatre produced by John Martin Productions, in association with Trinity Theatre Productions. 'Terror' brought the whole Trinity team together in a creative mission to stage a piece of work off-site, in this instance the disused courtroom within TWBC police station. This involved months of logistical meetings – and an extensive risk assessment! – coupled with the usual long list of jobs that comes with creating a new piece of theatre. The hard work of our staff and volunteers in order to present this piece of work was absolutely amazing, and we cannot thank the local police enough for their support of this creative endeavour.

Pub In The Park



Tom Kerridge's Pub in the Park arrived in Tunbridge Wells in July 2019 and we were very keen to be involved. Our Marketing and Development Team (Elizabeth Mahoney, Ollie Freeman and Sara Rice) and Catering Manager (Nikki Tucker) pooled their skills and resources to create a beautiful stall (hand built by Mark Lott, our fantastic Maintenance Worker!) with resources, tasty treats made onsite, and a huge marketing drive to expand our membership and engage with more of our local community.

Our Youth and Learning department (Jason Lower and Jess Horsley) also made their presence known, starting a successful partnership with the festival that culminated in the running of several exciting workshops.

KEY ACHIEVEMENTS

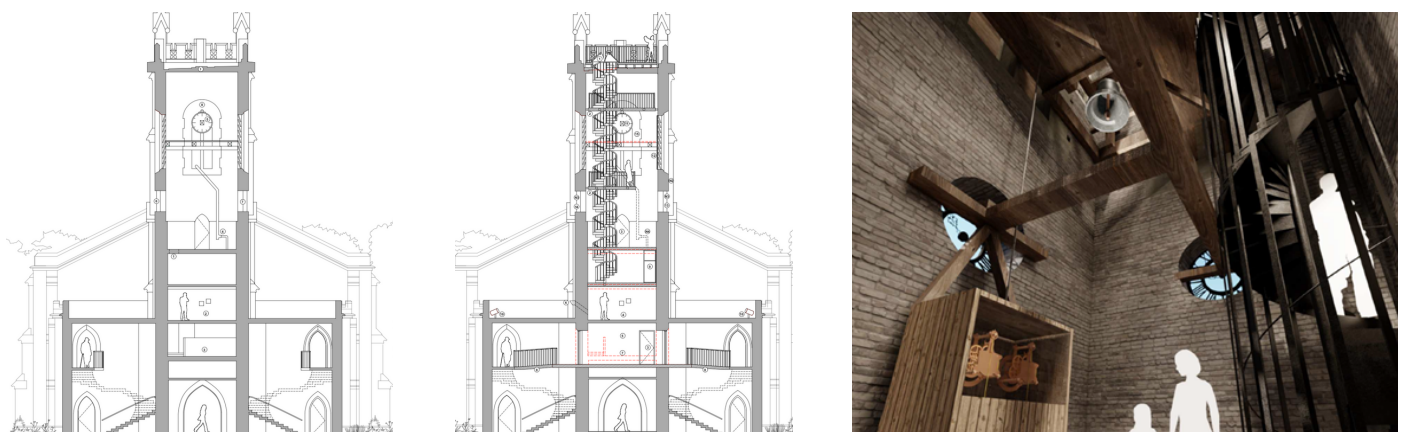
ArtsBox



In August 2019, Jocelyn Cheek, Our Community Manager, launched a festival called ArtsBox. Made up of Comedy, talks, outdoor activities and Life Drawing, there was something for everyone and it added a new level of engagement around our summer activity. One event proved so popular that it moved into the main auditorium, and several events were sell outs. We are always looking for ways to expand and build upon our programme and this was a fantastic opportunity to do just that.

We were very grateful to receive funding from the BID for this venture, which was the first of its kind at Trinity and we very much hope to relaunch it when we are able to do so.

NLHF Development Phase Completion



Following our success in applying to the National Lottery Heritage Fund for a transformative new heritage project, including the opening of Trinity's clocktower to the public, we spent a large part of this year working on the development stage of the project. With the support of architects, surveyors and dedicated Activity Plan consultants, working closely with members of the staff, board and local community, we were able to complete these plans to gain planning consent and the satisfaction of the NLHF. The Activity Plan, which will be delivered as part of the delivery phase of the project, is an exciting and innovative new way of exploring heritage at Trinity.

KEY ACHIEVEMENTS



Office Upgrade

Having significantly invested in the foyer and Front of House space in 2018/19, and following a repaint of our Studio Room and Dressing Rooms, it was the turn of the office. Felicia de Angeli, our Administration Officer, led on a project to replace the majority of the furniture, both to accommodate our ever-increasing numbers and to provide everyone with a nicer working space. Working with a tiny budget we replaced the blinds, bought new desks and bookshelves, painted the walls and woodwork and deep cleaned the carpet.

It was, as ever, a brilliant team effort, ably led by Fliss, with everyone from Finance to Marketing getting involved. A big thank you also goes to Richard Adams, one of our volunteers who gave up his time to help us.



BBC Question Time

Almost 10 years after their first visit, we were thrilled to welcome the BBC Question Time Team back to Trinity in March 2020. One of our final events before social distancing, masks and lockdown became the new normal, the significance of this event, and the opportunity it provided our community, has only increased over time. The BBC team were absolutely wonderful to work with and the event brought the Trinity team together to deliver on one of our biggest ever hires. Giving our local community the opportunity to ask questions of the panel members during these difficult times – including Health Secretary Matt Hancock – was a privilege.

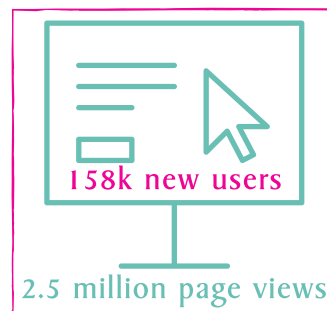
ENGAGEMENT



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, expand our reach and connect with the audiences of tomorrow.

Our marketing efforts on and off-line are absolutely crucial to our sustainability, audience and partnership development.



Partnerships

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

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

We continue enjoy strong relationships with leading local businesses and have expanded our network increasing our partnership programme by a quarter.

Pleasingly towards the end of the year we established a creative partnership with Chiddingstone Castle Literary Festival, we hope to broaden our cultural landscape by increasing our artistic relationships regionally.

Trinity In Numbers



CREATING WORK

2019/20 saw us produce two in-house productions, the site-specific 'Terror' (in association with JM Productions) and our 2019 Christmas production of The Snow Queen.

TERROR



Terror was not only a first for Trinity in terms of location, it was also a huge success in terms of audience engagement, offering something different to our audiences. Providing the audience (jurors!) with an opportunity to directly affect the outcome of the performance – Guilty or Not Guilty - and offering an opportunity for engagement and conversation with those around you, it was a unique and exciting moment in our history. Enormous thanks goes to the local police force, who welcomed us with open arms, and to our friends at the Assembly Hall Theatre who allowed us to make use of their Lower Bar.



The Snow Queen

Christmas 2019 saw, for the first time in almost a decade, a predominantly external creative team produce Trinity's Christmas show, an adaptation of Hans Christian Andersen's 'The Snow Queen'. Using puppetry and an original score, the production offered something new to audiences and combined the talents of professional actors and a very talented group of local children!

YOUTH & LEARNING

"I just wanted to let you know how much [my daughter] enjoyed her HSM2 experience. Everything from the auditions, rehearsal schedule, enthusiasm for the songs and script, friendships, parties, costumes ... and finally two days of brilliant performances. [My daughter] loved it all!" - Parent

This year the Youth and Learning department built on the success of previous years to deliver an exciting and varied programme for children, young people and local schools.

Juliette Finn left the department to head to drama school and to support the continued growth of the department we made two full-time hires, Rachel Rose, a regular freelance collaborator with the youth theatre joined the team and Samuel Marlow, long-time youth theatre facilitator transferred [RR1] from the Trinity Operations department.

Continuing with our aim to provide personal development and creative opportunities to the wider Trinity team, several colleagues developed their skills and experience working with the Youth and Learning team as practitioners, assistants and co-directors.

Weekly Workshops

Weekly Workshops our popular weekly drama workshops continued, with an extra two groups added to meet demand, this time run at The Wells Free School, alongside a new weekly singing group led by our frequent musical director Jade Cuthbert.

The end of the Spring term was cut short by the national lockdowns, with the oldest two groups setting aside the scripts they had been working on to come together for the final session and play a giant game of Hide and Seek in the Dark around the Trinity building.

Our last term ended with an extensive waiting list and 168 total members across 11 groups, the biggest the youth theatre has ever been.

Productions and Films

The year began with our performance of Variations by Katie Hims at The Marlowe Studio as part of National Theatre Connections. And was followed by our Summer programme of musicals, starting with an Infants project. This was followed by Alice in Wonderland Jr in one week and Sweeney Todd School Edition in two weeks.

As with previous years, the junior show, Alice in Wonderland, ran with two casts and the slot's largest audience to date. Meanwhile, Sweeney Todd School Edition featured a mixed professional and youth orchestra, and large ensemble cast with moving scenery and a bloodied backdrop created by our Backstage Youth Theatre. The group also led on stage management, sound and lighting operation, set and prop construction, make-up and costumes for this year's shows, under supervision from experienced professionals.

After the Summer musicals finished, we moved onto our Edinburgh shows, produced in collaboration with The Oast Youth Theatre. After a week of rehearsals, Ben Hur and Pronoun ran for three performances each at Greenside Venues in Edinburgh, along with an extra performance of Pronoun at The Oast in September. Despite an unexpected extra night, the cast and crews of the show (totalling 30 young people) all had a fantastic time with one parent remarking: "I think this possibly is the highlight of [my daughter]'s life to date, we can't say thank you enough."

YOUTH & LEARNING

October saw our performance of the original script of Peter Pan, directed and production managed by Samuel Marlow, who lovingly crafted many of the props, costumes and set. This would be followed by High School Musical 2 in February, building on the success of the original show the year prior with enthusiastic responses (and standing ovations) from audiences, cast, crew and parents:

“Best thing I’ve ever done.” - Cast member

“We thoroughly enjoyed the performances - please pass on our congratulations to the entire Trinity team who have worked so hard to make it a success - we are very lucky in Tunbridge Wells to have this wonderful place.”
- Audience member

Budding young filmmakers were involved in our popular Movies in a Week, creating new short films before screening them at Trinity. The final one of 2019, The Wooden Reindeer, was filmed on location in a forest and was a magical end to the year.

Over 3000 audience members came to see Trinity Youth Theatre productions and films this year and we couldn’t be prouder.



Speech Bubbles

Speech Bubbles, our drama-based intervention for children with speech, language and communication needs continued to flourish, with 13 schools and 250 children taking part this year thanks to funding from The Arts Society, The Gatwick Foundation, The Lawson Foundation and, in a real show of support, Kent County Council.

Other Activities

We have also supported local schools with one-off workshops, role-playing, work experience and other activities, as well as a day full of drama workshops for the whole of Langton Green Primary.

In addition to our shows and workshops, we hosted a number of social activities for the youth theatre, a fundraising Quiz Night for Edinburgh, a trip on a backstage tour of the National Theatre and our annual residential workshop in Bromley. All were great fun and well attended, with excellent feedback.

In conjunction with local independent toy shop, Whirligigs, we began running weekly Rhyme Time sessions in the Gallery or Foyer. These have been well attended and helped support the Kitchen and Bar during traditionally quieter periods.

COMMUNITY

In a year that saw us expand even further into our wider community we were also able to continue to grow our own internal projects which we are incredibly proud of.

Senior Cinema Club

Senior Cinema continued to grow and flourish, supporting the members and their families in the fight to combat social isolation. With almost 150 members, it's been fantastic to see the attendees get to know one another, form friendships and reminisce about these classic films.

Titles in 2019/20 included *Breakfast at Tiffany's*, *East of Eden*, *The Ladykillers*, *the Lavender Hill Mob*, *Barefoot in the Park*, *The 39 Steps*, *Footloose*, *Gentlemen Prefer Blondes*, *Funny Face* and *The Way We Were*, all of which were selected by members of the club!

We are so proud of our partnership with the Good Neighbour Project, which enables us to deliver this project with vastly subsidised ticket prices and we cannot wait to resume as soon as we are able.

Trinity Encore

Trinity Encore continued for a further year and grew in both numbers and ambition! In addition to the weekly workshops run by facilitator Jade Cuthbert, the project expanded beyond the theatre, with additional weekly workshops taking place in local care homes for those unable to attend onsite.

The choir 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. Encore also delivered it's first showcase, inviting staff and funders to come along, join in and learn more about the amazing work taking place.

Sadly Covid-19 meant the project had to be paused, but we are passionate about bringing it back as soon as possible!



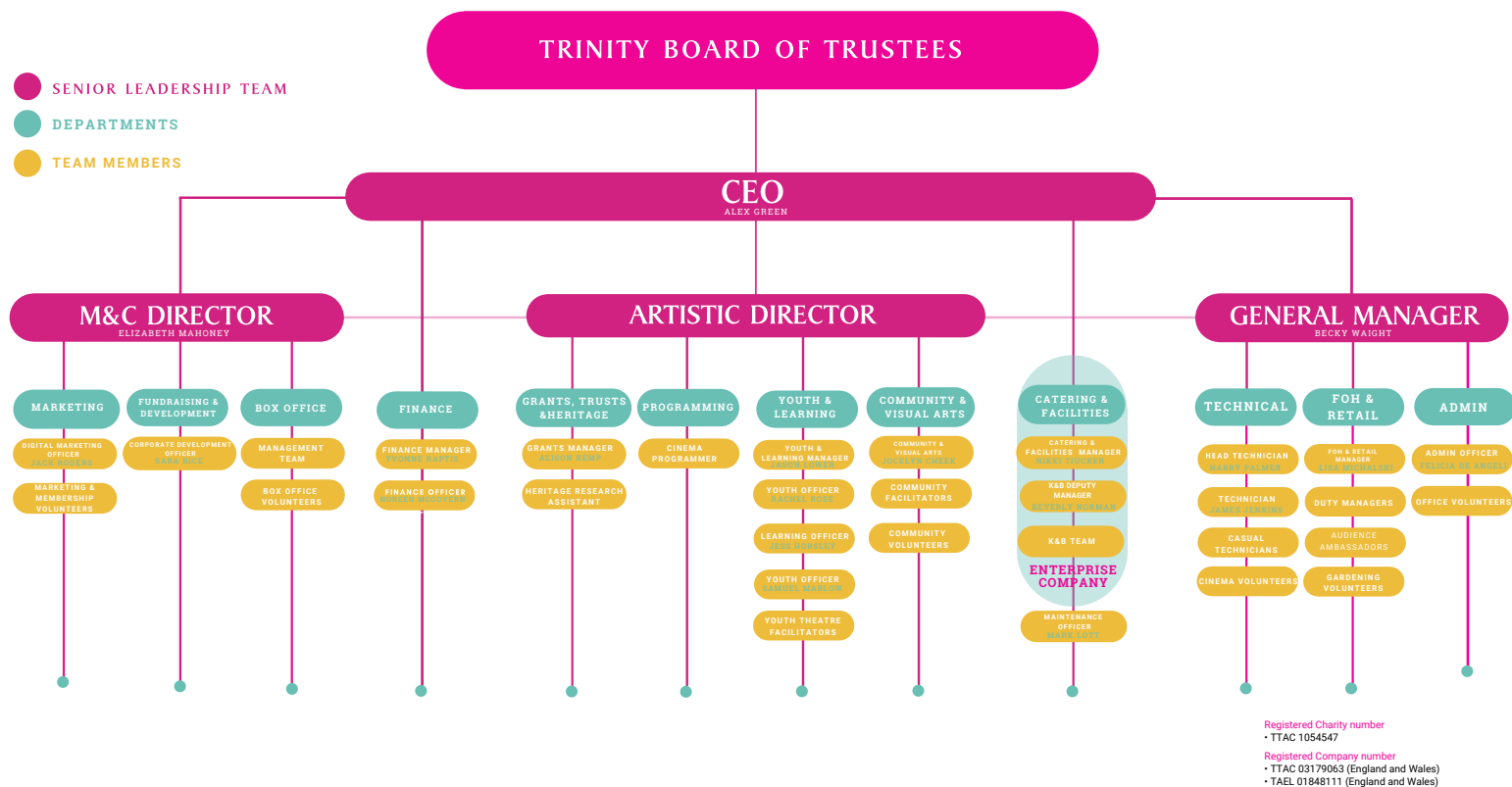
Both projects are only the beginning of Trinity's exciting plans as we look to integrate ourselves further in our wonderful community and continue to positively impact the lives of Tunbridge Wells residents.

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 (TAEI), 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 who provides key support to the theatre. They also form a number of subcommittees to oversee key areas of the charity.

On a day-to-day basis Trinity is led by the Senior Leadership Team, Alex Green (CEO), Elizabeth Mahoney (Marketing & Comms Director) and Becky Waight (General Manager). They are supported by a skilled team of Heads of Department who, in turn, are supported by additional staff and volunteers.



Trinity is fortunate to have an incredibly strong, passionate and dedicated workforce, many of whom go on to exciting new opportunities following their time with us.

Staff who stood down in the year:

Harriet Woolham, Technician (July 2018 - April 2019)
 John Martin, Artistic Director (January 2009 - May 2019)
 Matt Elesmore, Technical Manager (May 2019 – August 2019)
 Katie Young, Technician (April 2019 – August 2019)
 Juliette Finn, Youth Officer (July 2018 - August 2019)
 Elise Verney, FOH Assistant (August 2018 - November 2019)
 Ollie Freeman, Marketing & Membership Officer (April 2018 – December 2019)
 Elly Coombs, Film Programmer (May 2015 - September 2019)
 Kezia Cole, Artistic Director (September 2019 – February 2020)

VOLUNTEERS

We have over 200 Volunteers who normally provide a staggering figure of over 20,000 hours of volunteering every year! Our volunteers support us across all areas of the organisation, 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! As ever, our volunteers went above and beyond in order to support the staff. During the production of *Terror* they not only learned an entirely new series of protocols for our first site-specific piece, but they also took on their own roles as Clerks of the Court!



Every year we host a Volunteer Party in the summer – an opportunity to thank and celebrate our amazing volunteers! This year involved a fantastic 'Trinity at the Movies' party in August 2019, complete with red carpet, Walk of Fame and quiz! Every year the parties get better and better and this year was no exception.



FINANCE REPORT

Achievement and Performance

2019/20 was a challenging year with a weaker Christmas show and the year ending with lockdown from Covid losing two weeks of revenue at one of the theatre's busiest times of year. As a result, the theatre's net unrestricted fund movement was a deficit of £46k. However, as a result of a substantial capital grant towards future venue enhancement the total net funds position was just over £116k positive.

Performance attendance remained strong for the regular live programme (until lockdown in March) performing well against budget and previous year. Cinema however fell behind the previous year and a new approach for the theatre's Christmas show did not appeal as strongly with our audiences. The Youth Operation has again been successful and is expected to continue to perform strongly once the theatre is able to re-open and staffing levels were raised to recognise increased activity and invest in the future of the department. Trinity's expanding community outreach activities are generating increased interest and attendance and is expected to deliver greater impact for the community in future. Auditorium hire income also increased by over £5k in the year.

Corporate income increased by £7k after another strong year and donations rose by over £10k. The theatre was also able to claim almost £20k in theatre tax relief from previous productions. Parking saw a reduced income partly due to an unreliable machine which has now been upgraded. The theatre continued to control theatre overheads and staffing with costs remaining largely within plan however some small salary increases were offered and there were small negative variances with utilities, merchant service fees and unrecoverable VAT. Changes in the service offering in the bar and café (Trinity Arts Enterprises Limited) were well received by audiences and generated more income than in the previous year for the charity.

Financial Review

2019/20 generated a net surplus after depreciation of £116,411. Unrestricted funds were £46,491 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 the theatre is focussing on). However, growth of other income streams, e.g. catering, are critical to improve the theatre's results. The theatre's capital plans include Open Trinity which is hoped through its clocktower tourist attraction may begin to generate a positive surplus for the charity.

Capital Investment

The theatre was able to purchase IT equipment to improve stage facilities and office infrastructure using grant monies remaining from an Arts Council grant. Also, through partly using a KCC grant, Trinity bought a number of radio mikes which has and saves on hire costs.

The theatre additionally invested over £50k in development plans including the Open Trinity – Stage 1 development works (out of dedicated grant funding) to support future income generation and venue enhancements.

Auditors

Hilden Park Accountants have continued to support Trinity via a discounted Auditing package in return for an in-kind sponsorship arrangement. Trinity appreciated their support and recognises our valuable partnership. On page 7 of the statutory Financial Statements they submitted an unqualified audit report.

SUMMARY ACCOUNTS

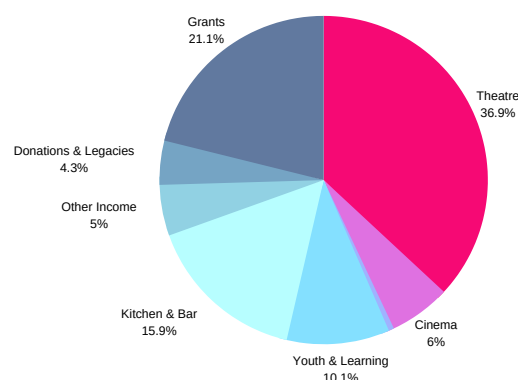
Where Our Money Comes From

	31st March 2020		31st March 2019	
Theatre	535,083	37%	508,173	43%
Cinema	87,644	6%	88,857	8%
Gallery	7,694	1%	7,713	1%
Youth & Learning	146,880	10%	134,872	11%
Kitchen & Bar	230,439	16%	214,757	18%
Other Income	72,629	5%	71,863	6%
Donations & Legacies	62,829	4%	52,462	4%
Grants	306,291	21%	101,293	9%
	1,449,489	100%	1,179,991	100%

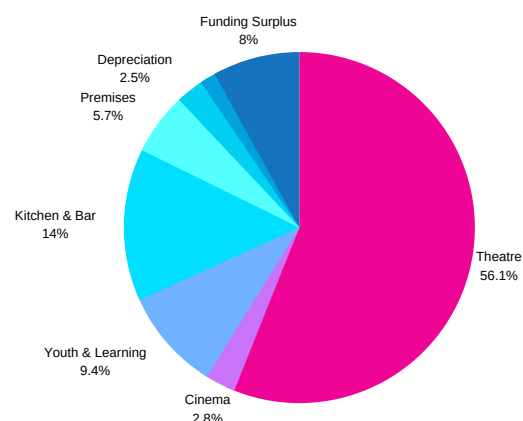
Where Our Money Goes To

Theatre	812,434	56%	710,943	60%
Cinema	40,381	3%	38,982	3%
Youth & Learning	136,138	9%	87,339	7%
Kitchen & Bar	203,506	14%	191,753	16%
Premises	82,795	6%	86,036	7%
Depreciation	36,585	3%	33,826	3%
Fundraising Costs	21,239	1%	16,848	1%
Funding Surplus	116,411	8%	14,265	1%
	1,449,489	100%	1,179,991	100%

Where Our Money Comes From



Where Our Money Goes To



Notes

1. Income from Grants

	31st March 2020	31st March 2019
TWBC Revenue Grant	30,000	40,000
TWBC Capital Grant	268,840	2,000
Other Grants	7,451	59,293
	306,291	101,293

SUPPORTERS OF TRINITY

Trinity Supporters

Tunbridge Wells Borough Council
£30,000 service level agreement

Kent Community Foundation
£4,000 towards our Creative Ageing Programme

Arts Council England
£1,500 towards Terror

National Lottery Awards for All
£9,750 towards our Creative Ageing Programme

KCC Early Help Grant (Tunbridge Wells)
£11,000 towards Speech Bubbles

KCC Early Help Grant (Tonbridge & Malling)
£15,000 towards Speech Bubbles

KCC Early Help Grant (Sevenoaks)
£8,500 towards Speech Bubbles

Arts Society
£500 towards Speech Bubbles

Round Table
£1,200 towards Senior Cinema and Speech Bubbles

Tunbridge Wells Together
£1,150 towards ArtsBox Festival

KCC
£700 towards the purchase of headsets and belt packs for the
Technical department

Film Hub South East
£500 towards Teenage Flicks

Earmark Trust
£500 towards core costs

PARTNERSHIPS & SUPPORTERS

Corporate Partners

- AV Trinity
- Beechwood School
- Buss Murton
- Bella Vou
- Hilden Park
- Knight Frank
- Côté Bistro

Corporate Supporters

- Baldwins Travel
- Bills Restaurant
- Berry & Lamberts (joined as Partner in Jan 2020)
- Cripps Law
- DMP
- Estro
- Freight Transport Association
- G Collins & Sons
- Giggling Squid
- Gleeds
- Hardman & Hemming
- Harley Street Associates
- Infinity
- Liquid Computing
- LLH Residential
- MiraMedia
- Mr Books Bookshop
- My Tunbridge Wells
- NFU Mutual
- Osmond Davis
- Panoramic Wealth Management
- Paperstone
- Savills
- Support Local
- 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.

CEO REPORT

Our mission at Trinity is to enrich the lives of our community through shared artistic experiences. However, the last 11 months have not been usual times for Trinity.

Towards the end of the year that this report covers, the impact of Covid-19 forced us to close our doors on 17th March. I'll cover this further in next year's report.

I am pleased to report that even facing Trinity's greatest ever test, we persevered, and staff and volunteers came together as a team to overcome the challenges we faced. Staff were patient and supportive, accepting pay cuts and furlough to help Trinity. I am incredibly proud of the achievements of the year including re-opening a successful socially distanced theatre operation utilising our beautiful gardens.

Thanks to a combination of public support from donations, grants and government schemes we are managing to navigate this crisis. Particular thanks must go to Tunbridge Wells Borough Council who allowed some of the capital grant received to be allocated to operational needs, and to the Arts Council who allocated us an initial emergency grant and then a subsequent £250,000 through the Culture Recovery fund.

All of the above was only possible because of the incredible effort, hard work and support of my team. Particular thanks must go to my Senior Leadership Team – Becky Waight and Elizabeth Mahoney who went above and beyond their roles and Yvonne Raptis, Finance Manager, Alison Kemp, Grants Manager, Nikki Tucker, Catering & Facilities Manager were pivotal to the theatre's resilience. I have relied on them all extensively to get Trinity through this challenging period and I am extremely grateful for all their efforts and contributions.

Returning to the year 2019-20, we continued to have a wide range of popular events (including theatre, film, comedy, dance and music) as part of our artistic programme, but this year also saw Trinity try something new with Artsbox Festival. Led by our Community & Visual Arts Manager, Jocelyn Cheek, this was an exciting and innovative addition to our Summer Season which involved activities in the auditorium, foyer and grounds.

Furthermore, Trinity, in co-production with John Martin Productions, delivered our largest external show, Terror, at the nearby ex-courthouse (which was kindly provided for free by the police). Supported by an Arts Council grant, this was an ambitious and creative project which saw us take our audience outside of the building to experience a unique, site specific and immersive piece of theatre. John Martin should be proud of this amazing achievement and I'm really pleased that his time at Trinity ended with such a tremendous success with sell out performances and great feedback from both audiences and the press. This proves that new alternative work can be popular in Tunbridge Wells and provides inspiration for our future.

Our Youth programme has continued to increase in popularity with extra groups added to the weekly workshops, the Speech Bubbles programme extending to even more schools, and the department even taking a show to the Edinburgh Fringe Festival for the first time, which was named one of the top 10 Youth theatre productions of the festival. With record waiting lists to join the youth theatre and new plans in the pipeline for the future I am incredibly proud of Jason Lower and his very able team's efforts and excited for the future of youth and participation at Trinity.



CEO REPORT

Senior Cinema and Trinity Encore continued to grow in popularity and with new projects on the horizon we invested in promoting Jocelyn Cheek from Front of House Manager to Community & Visual Arts Manager, taking the lead on this new dedicated area of activity. We look forward to expanding our role in this vital area by using the arts to support social aims, reduce social isolation in the elderly and helping those living with dementia.

The Marketing department led on increased visibility within the town by ensuring our participation in Tom Kerridge's Pub in the Park. In conjunction with the Kitchen & Bar team, and Youth & Learning department, and supported by our volunteers, Trinity launched a highly successful stand, with a dedicated marketing drive and data capture. The K&B team also used it as an opportunity to entice potential visitors and consumers to our successful in-house operation. We also led on the youth activity, providing workshops, storytelling and musical sessions. This provides a great example of how Trinity can collaborate successfully to engage with our community outside the venue and I look forward to engaging with more projects across the region in the future.

This year also saw Trinity receive the first phase of our National Lottery Heritage Fund grant which allowed us to invest in the development phase of Open Trinity. This allowed surveys and fully detailed plans to be drawn up, subsequently gaining planning consent and creating a detailed blueprint for taking this project forwards. Since then, we have gained stage 2 funding and hope to commence this project in 2021 which will conserve the building, create a new heritage attraction, increase our offering as a tourist destination and allow us to engage with new audiences through our heritage.

Gaining this funding was only possible as a result of the efforts of many of the team and specifically our Grants Manager, Alison Kemp who deserves specific recognition. I must also thank Tunbridge Wells Borough Council for their capital grant which was received this year, without which we would not have been able to apply for the lottery funds.

A greatly beneficial project for the entire staff team that took place over the summer was the long overdue office upgrade which was only possible due to the hard work and efforts of Felicia de Angeli who Project Managed this. As ever, the team came together, and particular mention goes to Mark Lott, our Maintenance Worker, who approached it with his usual good cheer and work ethic.

Yvonne Raptis has, along with Noreen McGovern, continued to upgrade how we operate our finances and improve on our systems. This year saw us successfully claim for tax reliefs for the previous two years of Trinity productions and Yvonne successfully claimed almost £20k for us. Similarly, Sara Rice our Corporate Development Officer was able to bring in new revenue by continuing to develop our relationships with corporate partners alongside new sponsorship opportunities and activities.

Last September saw Kezia Cole be appointed as Artistic Director and her leading the production of an adaptation of Hans Christian Andersen's 'The Snow Queen'. The show was recognised for its creative take however received mixed reactions and unfortunately was less popular than hoped. I'd like to thank Kezia for her time at the theatre and the ideas and fresh perspectives she brought to Trinity.



CEO REPORT

The year also saw three staff be recognised with promotions. Firstly I would also like to show my appreciation to Becky Waight, who was promoted from Administration & HR Manager to General Manager in May 2019 and has taken on increased responsibilities, including joining the Senior Leadership Team alongside her role as Company Secretary. Secondly Nikki Tucker was promoted in December 2019 to Catering and Facilities Manager, recognising her wider skills and expertise by expanding her role to cover operations activities.

January 2020 then saw us recognise the talents of Elizabeth Mahoney by promoting her to Marketing and Communications Director and a role in the Senior Leadership Team. Her skills and expertise has seen attendance grow over the last two years and now we can benefit from her wider experience to help support Trinity in its future endeavours.

This year also saw a number of the team move on to new roles elsewhere and in addition to John Martin, I'd like to pick out Harriet Woollam, Oliver Freeman, Elly Coombs, Elise Verney and Juliette Finn who gave many countless hours to support Trinity. I'm sorry to see them go but have no doubt that they will go on to great successes. Similarly I'd like to welcome Jack Rogers, Lisa Michalski, Harry Palmer and James Jenkins to the team.

I must also thank our volunteers, including the Box office team, ushers, duty managers, office assistants, cinema technicians and the gardening club. Along with our amazing staff team; you are all absolutely crucial to Trinity's survival and future - thank you!

Finally, my thanks to our members, supporters and audiences for all of your support, encouragement and understanding, particularly in the most recent 12 months.

Trinity is here to provide a cultural home for the community of Tunbridge Wells and I look forward to our future and our new 3 year plan which will see exciting developments!

Alex Green · Chief Executive Officer



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APPENDIX

VOLUNTEERS

FOH Volunteers

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, Gill Simpson, Kate Knight, Michael Sussams, Sally Perkins, Susan Cooper, Alison Grace, Fiona Stevenson, Joanna Boler, Margo Durto, Tanya Griffiths, Rosina Robinson, Caroline Aitken, Louis Freedman, Heather Packham, Susie Alfrey.

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, Val Coombes, Wyndham Westaway.

Cinema Volunteers

The Cinema Volunteers support our tech team through running films and event cinema, ensuring a fantastic cinematic experience

Darran Taplin, Graham Clark, Hugh Gorton, Iain Pearson, Maureen Fleming, Michael Sussams, Richard Adams, Sebastian Weber, Tanya Griffiths.

Garden 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

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.

Work Experience: Molly Tonkin, Nat Holmes, Amy Partridge, Jonny Rowland, Katie Fevyer, Charlotte Rice, Emilia Doe, Alice Harvey.



TRINITY THEATRE

The vibrant artistic heart of our
community

Church Road · Tunbridge Wells · Kent · TN1 1JP



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