

**REGISTERED COMPANY NUMBER: 03179063 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1054547**

**REPORT OF THE TRUSTEES AND CONSOLIDATED  
FINANCIAL STATEMENTS FOR THE YEAR ENDED  
31 MARCH 2025  
FOR  
TRINITY THEATRE AND ARTS CENTRE LIMITED  
(A COMPANY LIMITED BY GUARANTEE)**



Hilden Park Accountants Limited  
Chartered Accountants  
& Statutory Auditors  
Hilden Park House  
79 Tonbridge Road  
Hildenborough  
Tonbridge  
Kent  
TN11 9BH

**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**CONTENTS OF THE FINANCIAL STATEMENTS**  
**For The Year Ended 31 March 2025**

---

	Page
Report of the Trustees	1 to 8
Report of the Independent Auditors	9 to 12
Consolidated Statement of Financial Activities	13
Consolidated Balance Sheet	14
Charity Balance Sheet	15
Statement of Cashflows and Consolidated Cashflows	16 to 17
Notes to the Financial Statements	18 to 30

# **TRINITY THEATRE AND ARTS CENTRE LIMITED**

## **REPORT OF THE TRUSTEES For The Year Ended 31 March 2025**

---

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the consolidated financial statements of the charity and its subsidiary for the year ended 31 March 2025. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) (Charities SORP (FRS 102)).

### **REFERENCE AND ADMINISTRATIVE DETAILS**

#### **Registered Company number**

03179063 (England and Wales)

#### **Registered Charity number**

1054547

#### **Registered office**

Trinity Theatre and Arts Centre  
Church Road  
Tunbridge Wells  
Kent, TN1 1JP

#### **Trustees**

Martin Wright (resigned 28 November 2024)  
Jonathan Hill (resigned 28 November 2024)  
David Fitzsimmons  
Amanda Lewis  
Jocelyn Cheek (resigned 28 November 2024)  
Matthew Gibbons (resigned 15 April 2024)  
Kathy Adams  
Martin Brice  
Ross Davies  
Anna Dunn (appointed 22 April 2024 and resigned 16 April 2025)  
Ailsa Molyneux  
Jeremy Parrish  
Caroline Arnold (appointed 10 September 2025)  
David Osborne (appointed 6 November 2025)

#### **Chief Executive Officer**

Nicholas Mowat (12 resigned May 2024)  
Jacqui Green (appointed 2 October 2024)

#### **Auditors**

Hilden Park Accountants Limited  
Chartered Accountants & Statutory Auditors  
Hilden Park House  
79 Tonbridge Road  
Hildenborough  
Kent  
TN11 9BH

## TRINITY THEATRE AND ARTS CENTRE LIMITED

### REPORT OF THE TRUSTEES For The Year Ended 31 March 2025

---

#### Bankers

Barclays Bank Plc  
8 Calverley Road  
Tunbridge Wells  
Kent  
TN1 2TB

#### OBJECTIVES AND ACTIVITIES

The principal objectives and activities of the charitable company are:

- a) to advance education in the Arts and to provide facilities in the interests of social and cultural welfare for recreation and leisure-time occupation and in particular to promote Drama, Music, Dance and the Arts generally for the benefit of the community of Tunbridge Wells and district.
- b) to maintain, develop and manage a Theatre and Arts Centre and to co-operate with any other bodies in the maintenance and management of such a centre for the carrying on of all such activities as may be promoted by the company in the furtherance of its objects.
- c) for so long as the company occupies the building of Trinity Theatre and Arts Centre, Church Road, Tunbridge Wells for the purposes of the objects set out above, to maintain and preserve the building for the long-term benefit of the community of Tunbridge Wells and district.
- d) to establish and maintain a heritage attraction and provide other educational or cultural facilities and activities for the benefit of the public in particular but not exclusively to advance education in the heritage of, and the heritage of any buildings in, Tunbridge Wells and the surrounding neighbourhood.

The principal activity of the trading subsidiary is to support the work of Trinity Theatre and Arts Centre Limited.

#### ACHIEVEMENT AND PERFORMANCE

As a charity theatre and arts centre, Trinity continues to be a beating heart of the community. By day engaging older, often isolated, adults in over 150 Encore dance, singing or script-reading sessions, the team also delivered the programme in 20 care home sessions. The youth theatre offers a warm and inspiring environment to develop arts skills across all disciplines and now has 400 members. The charity is fortunate to have over 150 volunteers who support all front of house activities.

The annual performance of 2024/25 continued the turnaround for Trinity Theatre. It shows that the recovery plan continues and, in the main, audiences are continuing to return to the theatre albeit at a slower pace than we would like.

Jacqui Green, who joined us as CEO in October 2024, has quickly understood the priorities and identified the gaps and resources needed to accelerate the recovery. Largely this is doubling down on fundraising activities across multiple sources and strengthening the governance across the organisation. A priority was to agree a set of strategic objectives for the short/mid term which the leadership team developed & presented to the board.

We welcomed 45,000 people to ticketed events. Highlights have been more live comedy, live music and some exceptional NT Live screenings over and above the excellent quality touring performances we are well known for.

The cinema audience has grown too and we are seeing regular cinemagoers enjoy a range of major titles, award-season nominees and arthouse niche and foreign language films. West-End musical screenings remain popular.

The creative engagement programme continues to contribute very significantly to income, however the show planned for February 2025 had to be cancelled with relatively short notice which has impacted the total revenue for this area.

The main reduction in income sits with a drop-off in donations – Mainly as a consequence of not being able to replicate some one-off large fundraising campaigns from 2023/24.

## **TRINITY THEATRE AND ARTS CENTRE LIMITED**

### **REPORT OF THE TRUSTEES For The Year Ended 31 March 2025**

---

As a small charity, we can be quite agile, and despite the financial pressure of increasing costs were able to further control direct and indirect costs to reduce the impact of lower income.

#### **AUDIENCE NUMBERS**

A total of 43,947 audience members came to see live performances (indoor performances including hires and young people productions) or films across the year. Whilst this represents a small decrease on the year (46,336 in 2023/4), the programming strategy focussed on higher house-fill and across the year, yield increased by 8%.

#### **CHRISTMAS**

Our Christmas panto, was another critical success, but did not deliver the financial improvement which the trustees had hoped for. The programme has been reviewed for Christmas 2025.

All in all, 4,108 people saw the show across 33 performances, which compares to 4,600 across 38 performances in 2023.

Alongside Sleeping Beauty, the children's show 'The Aliens That Saved Christmas' provided fun for our younger children audiences and attracted 1,354 audience members.

#### **CREATIVE ENGAGEMENT**

Trinity Youth Theatre continued to be a huge success with waiting lists on some groups. Amongst the shows they performed this year were Frozen Jr and The Wizard of Oz as well as a revival of Chicago: Teen Edition, of the high calibre we are now accustomed to. Encouragingly some of the biggest growth in numbers has been in backstage youth theatre groups. The youth theatre's National Theatre Connections production of Your Name is Dead won many plaudits from audiences, including the writers of the piece.

Our summer workshop programme of Beauty & The Beast delivered a great experience for members and non-members of our YT to deliver a big name show within a fortnight. We continued to be able to offer subsidised places thanks to The Elliot Fund.

The Encore programme for older adults grew in 2024/5 with the introduction of Silver Swans, a ballet class that helps balance and posture, and the growth of our script readers group. Our well attended Encore Singers and Movers classes continued in Tunbridge Wells, though provision in Tonbridge was handed over to a local group.

Our creative engagement team continued to go into local mainstream and SEND schools to deliver workshops, often culminating in a show. We also went to local care homes and delivered our Encore programme on site. We delivered a much-reduced (due to loss of council funding following their budget cuts) programme of Speech Bubbles for 5 -6 years olds to support their communication and confidence. We are working hard to secure funding to get back to the large number of schools we supported in 2023/24.

The monthly repair café continues to call Trinity home and has grown significantly since its inception with regular queues and good traffic for the café as a result.

#### **ART GALLERY**

Stand out exhibitions in the year saw the return of Guy Portelli with 'Travelling with a Paintbrush', The art and illustrations of Tom Peteuil, Owen Legg's 'The Fragmentation of the image', Suzanne Bainton's 'Submerge' and regular exhibitors Jim Kedge with local GCSE and A-Level artwork and Friends of The Earth.

#### **OPERATIONS**

The clocktower was finally opened in September 2024 by newly elected MP Mike Martin. It was a fantastic event to celebrate the efforts of all involved and to welcome the Tunbridge Wells community to its newest attraction. Once open we welcomed 469 people in just six weeks and it proved to be a huge success; with 98% of those asked giving it 5/5 for enjoyment. It also welcomed our mayor, local press and many new visitors with 13.5% of visitors never having been to Trinity before.

The new HALO LED heating was installed in January with a very tight timeframe to get finished for the first show of 2025. It has greatly improved the customer experience in the auditorium, creating a more comfortable and enjoyable warmth. It is also more sustainable taking just 15minutes to get to temperature and reducing overall energy usage. We are delighted with the result.

## TRINITY THEATRE AND ARTS CENTRE LIMITED

### REPORT OF THE TRUSTEES For The Year Ended 31 March 2025

Ongoing repairs and maintenance continue as expected in a 200-year-old building, but we have worked hard to evaluate and prioritise. After a survey, we decided to conduct a derisk of our masonry, this involved checking and removing any masonry that was at risk of falling.

Car Parking continues to be a significant income stream. In September 2024 we launched a new system that allows us to monitor and issue penalties ourselves which has stopped people abusing the car park and parking without paying.

During evening events, particularly comedy and music, the bar continues to show good sales. However, it still struggled in the daytime with erratic footfall making staffing levels very hard to plan.

#### PEOPLE

All team members were set annual objectives, aligned to the strategic priorities agreed for the year. These will be reviewed mid-year and all staff will have a personal development and training plan in place

2022/23		2023/24		2024/25	
18	At start of FY	16	At start of FY	13	At start of FY
18	At end of FY	13	At end of FY	16	At end of FY
9	Joiners	1	Joiners	8	Joiners
9	Leavers	6	Leavers	5	Leavers
50%	Leavers as % start	38%	Leavers as % start	38%	Leavers as % start
3.47	Avg Length of Service	3.51	Avg Length of Service	3.52	Avg Length of Service

Fig 1. Staff numbers and length of service 2022 – 2025

In the year 2024/25 we grew our team from 13 to 16 people, with 5 leavers but 8 joiners. Two of those that left were for retirement, one was a planned leaver for a fixed contract and the other two left to pursue new careers. Although we had many joiners over the year our average length of service remained the same which shows that longer term staff remain happy at Trinity.

#### CORPORATES

Our corporate support network remained stable during the year. Café & Bar partner, Maxipay were instrumental in kickstarting the new heating funding campaign and, through the month of October, agreed to match fund any donations. We are grateful to the support of Berry & Lamberts, Panoramic Wealth and Hilden Park Accountants to add to Maxipay's generous donations.

New arrivals, Tunbridge Wells Personal Trainers (TWPT), Inkerman, Recruitment Solutions and GFHR (in kind) were welcomed.

The regular networking breakfasts gave a great opportunity to strengthen our relationships with the clocktower providing a new attraction for our corporate partners.

#### DONATIONS

In 2024/25 we received nearly £39,749 in donations through box office and £2,579 from the clocktower donation stations. We are very grateful for the generous individuals who have kindly donated to Trinity within the year.

#### FINANCIAL REVIEW

Total income for the year was £1,243,551 compared to £1,264,413 in the prior year. Stronger ticket sales for productions and performances made up for the reduction in grants and one-off crowdfunding, and reduced footfall in the café and bar.

Total expenditure for the year was £1,300,291 compared to £1,312,358 in the prior year. The decrease was primarily from the ongoing impact of tighter cost control.

As a result, the overall deficit at the end of the year was £56,740 compared to the prior year deficit of £47,945.

## TRINITY THEATRE AND ARTS CENTRE LIMITED

### REPORT OF THE TRUSTEES For The Year Ended 31 March 2025

---

#### Reserves policy

The charity's policy is to maintain three months of operating costs in free reserves. For the year ended 31 March 2025 this would equate to approximately £136,000.

The balance sheet shows the general (unrestricted) funds amounting to £769,310 at 31 March 2025 (2024: £704,713). Total free reserves, being general funds less the net book value of fixed assets amounts to £Nil (2024: £Nil).

In order to increase free reserves to cover three months operating costs, the trustees are continuing their policy for an improvement in all revenue generating areas; particularly the crucial Christmas show season and café and bar. Tight cost control is being maintained. In addition, an ongoing concerted focus on securing funding from aligned grants and trust funds, growing the Theatre's membership and working with new individual and corporate donors.

The restricted funds balance sits at £106,900 (2024: £228,237). The restricted grant funds are kept in a dedicated bank account separate from operational funds.

#### PLANS FOR THE FUTURE

Jacqui Green, CEO has led the team very capably into the new financial year. Now the medium-term strategic objectives are clear, the team are focussed on the overarching and their individual objectives and development, delivery of the budget and ongoing financial performance improvement measures.

#### Creative Engagement

As our Creative engagement programme's delivery and popularity goes from strength to strength, we have sadly learnt that the Universal Wellbeing Contract with Involve Kent is due to receive large cuts from KCC, which will impact the Encore provision.

The reduction in adult education provision by KCC has been beneficial to Trinity with language classes and cards groups choosing to now call us home. Likewise, the U3A continues to flourish with special interest groups coming to Trinity for their meet ups.

We are actively supporting the youth panel, founded through Creative Tunbridge Wells, and working closely on how we support young people into the arts.

Our focus on returning Speech Bubbles to a greater number of schools is tracking well, supported by donations and grant and trust applications.

Jason Lower, Creative Director & deputy CEO, leads the team with standout delivery from colleagues Rachel Rose and Katie Sommers.

#### Programming

The audience development strategy has led to a renewed focus on less represented demographics in our attendees and, as a result, the artistic programme. Katie Jenkins, Head of Marketing and Audience Development has doubled down on the marketing and curation of these audiences as well as focussing on our regular, loyal Trinity-goers. We have secured outstanding talent with many repeat bookings, re-energising comedy and live music in particular, and the cinema continues to grow in popularity.

Our art Gallery has experienced somewhat of a rebirth under the careful curation of Katie Sommers.

The clocktower has proved incredibly popular. It reopened on Easter weekend this year with sell out tours continuing through the summer, supported by our amazing volunteer tour guides.

#### Operations

Michael Sussams, Front of House (FOH) Manager retired with our thanks in March 2025, with Liene Prince joining in April 2025, taking up the new role of Visitor Experience Manager which also includes overall responsibility for the café & bar.

## TRINITY THEATRE AND ARTS CENTRE LIMITED

### REPORT OF THE TRUSTEES For The Year Ended 31 March 2025

---

As ever, we are blessed to have our wonderful army of volunteers who support the delivery of every facet of the building. We couldn't do what we do without them. Special mention to Caroline Stevens and the award-winning gardeners. Following the de-risk work on the external stonework, we will need to repair the 'gaps' left to prevent further damage in the next few years, but this proactive work has reduced the overall risk.

Operations Director, Jessica Knott, has spent a lot of time overhauling procedures and processes, reviewing the efficiency of our & systems and the terms of our contracts. Chris Fentiman's role heading up finance has meant improved governance with a greater focus on controls & process.

Following on from the individual objective setting and personal development plans, training plans are now signed off for 2025/6.

A renewed focus on marketing the café & bar was launched in 2025 to drive income and footfall into the daytime. This seems to have paid off. The café ran a pilot of easy light bite lunches. Improved daytime programming also started to help to bring more people through the doors. Bev Norman and the team continue to deliver great service.

#### **Fundraising**

The fundraising strategic priorities were agreed by the board in early 2025, with a core focus on diversifying income streams given the continued lack of any public funding. Clearly growing our earned income (tickets & participation fees) continues to be a big opportunity.

The fundraising committee have appointed additional areas of focus with refreshing memberships, continued conversations with regular supporters and developing a network of new supporters pivotal. The applications for grants and trusts are on a longer time horizon, and being headed up by Laura Humphrey.

Fundraising events will grow in number and feature on the priority list and we remain forever indebted to our corporate sponsors.

On a personal note, recognition for this year's ongoing turnaround should be given to Jason Lower, who was Interim CEO for a large part of it and Jess Knott who stepped up to additional responsibilities as well as their existing roles. Their dedication and commitment are hugely appreciated by the board and their colleagues.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

#### **Governing document**

The charity is controlled by its governing document, a deed of trust and articles of association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

#### **Trustees**

The trustees have identified a broad range of skills required to direct and manage the charity in pursuit of its objectives. The recruitment of trustees is normally determined on the basis of local people who have demonstrated such skills. Trustees are inducted into the organisation and educated as to their responsibilities; they are then offered training as required to fulfil their roles.

None of the trustees has any beneficial interest in the charity or in any contract or arrangement to which the charity was a party during the year.

Operational management during the year was delegated to the Senior Leadership Team comprising the Chief Executive and senior managers. Salaries are reviewed annually, and a benchmarking process undertaken to ensure that rates are where possible in line with industry norms. The board has created sub-committees as required to support operational oversight of specific areas including governance and finance.

#### **Risk management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. To support this a risk register for the organisation was created and is reviewed regularly and updated as required.



## TRINITY THEATRE AND ARTS CENTRE LIMITED

### REPORT OF THE TRUSTEES For The Year Ended 31 March 2025

---

#### Principal risks and uncertainties

As with any charity, funding is a major focus, and the evolution of a more focussed set of fundraising objectives have enabled the small team (and supporting committee members) to work smarter and seek support where needed. Replacing lost funding is a priority for the Encore programme.

Christmas, whilst a risk given its prominence in the income phasing of the theatre, has been significantly derisked financially with a decision to move to an in-house production, using local acting talent.

The café & bar, Trinity Arts Enterprises Ltd (TAEL), continues as a tale of two halves with daytime income still lagging but starting to pick up.

The much-improved performance of the organisation is already changing donor's views on security to invest, we have been fortunate to receive some generous donations in the first half of 2025/26.

Key personnel stability has continued to improve and we are fortunate to have a reliable range of freelancers.

The Governance committee will continue the ongoing review of existing and identification of new risks with mitigants as outlined by the executive team. New risks added in the year include risks from poorly managed or judged AI interventions & internet outage. Cyber security remains a universal threat. The biggest threat remains around safeguarding of young people and vulnerable adults. This is mitigated by very comprehensive policies and two highly qualified team members.

#### Relationship to subsidiary company Trinity Arts Enterprises Limited

Trinity Arts Enterprises Limited is a wholly owned subsidiary of the charitable company which supports the work of the charitable company through the operation of a café.

#### PUBLIC BENEFIT

The trustees have complied with the duty in section 4 of the 2011 Charities Act to have due regard to the Charities Commission's guidance on Public Benefit when developing and implementing the charity's objects and aims. (See Objectives and Activities above).

#### GOING CONCERN

The trustees have considered whether the use of the going concern assumption is appropriate in preparation of these accounts. The trustees have made this assessment for the period ensuing 12 months from approval of these accounts.

The group incurred a deficit of £56,740 and at the balance sheet date the group does not have any free reserves. As such the trustees recognise that the group's position at the year-end may indicate the existence of a materiality uncertainty over its going concern status. However, the trustees have concluded that, with the plans presented the group can continue for at least 12 months from approval of these accounts. Included in this assessment, the trustees have discussed the financial position of TAEL (Trinity Arts Enterprise Limited) with the directors and management of that entity and are satisfied that with the cost controls and measures that have been put in place, in addition to a greater marketing campaign of the business, the company is unlikely to need financial support from Trinity Theatre and Arts Centre Limited and can continue as a going concern.

The financial statements have therefore been prepared on the going concern basis.

## **TRINITY THEATRE AND ARTS CENTRE LIMITED**

### **REPORT OF THE TRUSTEES**

**For The Year Ended 31 March 2025**

---

#### **STATEMENT OF TRUSTEES RESPONSIBILITIES**

The trustees (who are also the directors of Trinity Theatre and Arts Centre Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware at the time of approving our Report of the Trustees:

- there is no relevant audit information, being information needed by the auditor in connection with preparing their report, of which the group's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### **AUDITORS**

The auditors, Hilden Park Accountants Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

#### **ON BEHALF OF THE BOARD OF TRUSTEES:**

R Davies – Chair  
Date:

K Adams – Chair of Finance  
Date:

## REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF TRINITY THEATRE AND ARTS CENTRE LIMITED

---

### Qualified opinion

We have audited the group and parent company financial statements of Trinity Theatre and Arts Centre Limited (“the charitable company”) for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Consolidated Cashflow, the Charity Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion section of our report, the financial statements:

- give a true and fair view of the state of the group’s and the parent charitable company’s affairs as at 31 March 2025 and of the group’s incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### Basis for qualified opinion

During the prior year the trading subsidiary changed their POS till system provider due to their previous provider terminating their contract. As a result, there was approximately 6 weeks where there was no POS till system in place and during this period the daily sales were totalled manually with no supporting documentation available. As such we were unable to satisfy ourselves by alternative means completeness of income for café and bar during this period in the prior year.

As a new POS till system was in place by the prior year end, we were able to confirm the correct cut off of income and no issues were noted with this, however our qualification is regarding completeness of income during the prior year specifically for café and bar income due to a lack of sufficient appropriate evidence. No issues were identified with any other income sources of the group in the prior year.

Our opinion on the current period’s financial statement is also modified because of the possible effect of the matter above on the comparability of the current period’s figures and the corresponding figures.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors’ responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

### Material uncertainty related to going concern

Whilst Note 1 confirms that under the current plans there are no material uncertainties to going concern, given the charitable company has no free unrestricted reserves and a deficit was incurred for the year, these events or conditions indicate that a material uncertainty exists that may cast significant doubt on the charitable company’s ability to continue as a going concern. Our opinion is not modified in respect of this matter.

In auditing the financial statements, we have concluded that the directors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors’ assessment of the entity’s ability to continue to adopt the going concern basis of accounting included review of the cashflow forecast prepared covering 12 months from approval of the financial statements.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. The trustees are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF TRINITY THEATRE AND ARTS CENTRE LIMITED**

---

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

As described in the basis for qualified opinion section of our report, we were unable to satisfy ourselves concerning completeness of income for café and bar during the prior year. We have concluded that where the other information relates to turnover for the prior year, it may be materially misstated for the same reason.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion section of our report, in our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Directors included within the trustees' report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

Except for the matter described in the basis for qualified opinion section of our report, in the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

Arising solely from the limitation on the scope of our work relating to completeness of prior year income for café and bar referred to above:

- we have not obtained all the information and explanations that we considered necessary for the purpose of our audit of prior year income.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page five, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### **Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under the Charities Act 2011, Section 151 and report in accordance with regulations made under the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF TRINITY THEATRE AND ARTS CENTRE LIMITED**

---

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and parent charitable company, and determined that the most significant which have a direct material effect on the amounts and disclosures in the financial statements are the Companies Act 2006, the Charities Act 2011 and Charities SORP FRS102.

We also identified other laws and regulations which do not have a direct effect on the amounts and disclosures in the financial statements, but which compliance is fundamental to the entity's operations including Employment Law, Health and Safety Law, Data Protections Laws (including UK General Data Protection Regulation (GDPR) and Food Hygiene and enquires were made with management regarding procedures in place to ensure compliance.

Having reviewed the laws and regulations applicable to the group and parent charitable company, we designed and performed audit procedures to obtain sufficient appropriate evidence. Specifically we:

- Assigned an engagement team to the audit that collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- Enquired with management on any non compliance with laws and regulations.
- Reviewed the legal expense accounts to identify potential litigation or claims involving the entity.
- Reviewed internal policies and procedures and external guidance.
- Reviewed external assessments in relation to the café service regarding food hygiene ratings.
- Reviewed the completeness and accuracy of associated disclosures made in the financial statements.

We assessed the susceptibility of the group and company's financial statements to material misstatement and fraud and in doing so:

- Considered whether there were areas of the financial statements particularly susceptible to fraud and enquired with management as to any known or suspected instances of fraud and their assessment of fraud risk.
- Considered whether management have incentives and opportunities to manipulate financial results and determined the key audit risks related to completeness of income, management override of controls, fixed assets and restricted funds.
- The risk of management override of controls has been reviewed and audited, including through testing journal entries, accounting estimates and other adjustments for appropriateness. Furthermore, analytical procedures were undertaken to identify any unusual or unexpected relationships and transactions and the rationale behind these was investigated.
- The risk of completeness of income has been reviewed and audited, including through substantive testing, along with a review of the appropriateness of the accounting policy concerning income recognition and completing detailed cut off testing either side of the balance sheet date.
- Designed and performed audit procedures to obtain sufficient appropriate evidence in relation to fixed assets and restricted funds.

The audit has been planned and performed in such a way as to best identify risks of material misstatement, however the inherent limitations of audit procedures means that there remains a risk that material misstatements may not be identified. In particular we are aware of the inherent difficulties in detecting irregularities and irregularities that result from fraud may be more difficult to detect than irregularities from error due, for example, to override of controls, collusion or misrepresentations. In addition, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

## REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF TRINITY THEATRE AND ARTS CENTRE LIMITED

---

### Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Section 151 of the Charities Act 2011 and regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Chewter FCA (Senior Statutory Auditor)  
for and on behalf of Hilden Park Accountants Limited  
Chartered Accountants & Statutory Auditors  
Hilden Park House  
79 Tonbridge Road  
Hildenborough  
Tonbridge  
Kent  
TN11 9BH

Date:

**Note:** The maintenance and integrity of the Trinity Theatre and Arts Centre Limited website is the responsibility of the trustees; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Hilden Park Accountants Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)  
For The Year Ended 31 March 2025**

		Unrestricted Funds		Restricted Funds		Total Funds	
	Note	31/03/25	31/03/24	31/03/25	31/03/24	31/03/25	31/03/24
		£	£	£	£	£	£
<b>Income from:</b>							
Donations and legacies	2	81,142	167,863	54,530	21,315	135,672	189,178
Charitable activities	5	755,056	647,962	17,893	66,270	772,949	714,232
Other trading activities	3	280,117	283,407	-	-	280,117	283,407
Investments	4	3,343	1,628	-	-	3,343	1,628
Other income	6	51,470	75,968	-	-	51,470	75,968
<b>Total income</b>		<b>1,171,128</b>	<b>1,176,828</b>	<b>72,423</b>	<b>87,585</b>	<b>1,243,551</b>	<b>1,264,413</b>
<b>Expenditure on:</b>							
Raising funds	7	217,048	258,992	-	-	217,048	258,992
Charitable activities:	8						
Theatre and Cinema		544,385	533,269	39,508	45,234	583,893	578,503
Education and Youth		448,290	372,968	51,060	101,895	499,350	474,863
<b>Total expenditure</b>		<b>1,209,723</b>	<b>1,165,229</b>	<b>90,568</b>	<b>147,129</b>	<b>1,300,291</b>	<b>1,312,358</b>
<b>Net income/(expenditure)</b>		<b>(38,595)</b>	<b>11,599</b>	<b>(18,145)</b>	<b>(59,544)</b>	<b>(56,740)</b>	<b>(47,945)</b>
Transfers between funds	18	103,192	136,788	(103,192)	(136,788)	-	-
<b>Net movement in funds</b>		<b>64,597</b>	<b>148,387</b>	<b>(121,337)</b>	<b>(196,332)</b>	<b>(56,740)</b>	<b>(47,945)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		704,713	556,326	228,237	424,569	932,950	980,895
<b>Total funds carried forward</b>		<b>769,310</b>	<b>704,713</b>	<b>106,900</b>	<b>228,237</b>	<b>876,210</b>	<b>932,950</b>

**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**CONSOLIDATED BALANCE SHEET**

**At 31 March 2025**

		<b>Unrestricted Funds</b>		<b>Restricted Funds</b>		<b>Total Funds</b>	
		<b>31/03/25</b>	<b>31/03/24</b>	<b>31/03/25</b>	<b>31/03/24</b>	<b>31/03/25</b>	<b>31/03/24</b>
	<b>Note</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>FIXED ASSETS</b>							
Tangible assets		<b>804,480</b>	726,855	-	-	<b>804,480</b>	726,855
<b>Total Fixed Assets</b>	<b>14</b>	<b>804,480</b>	726,855	-	-	<b>804,480</b>	726,855
<b>CURRENT ASSETS</b>							
Stock	<b>20</b>	<b>3,031</b>	3,902	-	-	<b>3,031</b>	3,902
Debtors	<b>15</b>	<b>151,027</b>	270,459	-	-	<b>151,027</b>	270,459
Cash and cash equivalents		<b>177,425</b>	6,265	<b>106,900</b>	228,500	<b>284,325</b>	234,765
<b>Total Current Assets</b>		<b>331,483</b>	280,626	<b>106,900</b>	228,500	<b>438,383</b>	509,126
<b>LIABILITIES</b>							
Creditors falling due within one year	<b>16</b>	<b>(366,653)</b>	(302,768)	-	(263)	<b>(366,653)</b>	(303,031)
<b>Net current assets/(liabilities)</b>		<b>(35,170)</b>	(22,142)	<b>106,900</b>	228,237	<b>71,730</b>	206,095
<b>Total net assets</b>		<b>769,310</b>	704,713	<b>106,900</b>	228,237	<b>876,210</b>	932,950
<b>FUNDS</b>							
Restricted funds	<b>18</b>	-	-	<b>106,900</b>	228,237	<b>106,900</b>	228,237
Unrestricted funds	<b>18</b>	<b>769,310</b>	704,713	-	-	<b>769,310</b>	704,713
<b>TOTAL FUNDS</b>		<b>769,310</b>	704,713	<b>106,900</b>	228,237	<b>876,210</b>	932,950

The trustees have prepared group accounts in accordance with the Companies Act 2006 s398 and the Charities Act 2011 s138. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements were approved by the Board of Trustees on

and were signed on its behalf by:

R Davies - Chair

K Adams – Chair of Finance



**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**CHARITY BALANCE SHEET**  
**At 31 March 2025**

		Unrestricted Funds		Restricted Funds		Total Funds	
	Note	31/03/25 £	31/03/24 £	31/03/25 £	31/03/24 £	31/03/25 £	31/03/24 £
<b>FIXED ASSETS</b>							
Tangible assets		<b>796,305</b>	718,022	-	-	<b>796,305</b>	718,022
<b>Total Fixed Assets</b>	<b>14</b>	<b>796,305</b>	718,022	-	-	<b>796,305</b>	718,022
<b>CURRENT ASSETS</b>							
Debtors	<b>15</b>	<b>238,702</b>	354,971	-	8,171	<b>238,702</b>	363,142
Cash and cash equivalents		<b>156,839</b>	-	<b>106,900</b>	220,329	<b>263,739</b>	220,329
<b>Total Current Assets</b>		<b>395,541</b>	354,971	<b>106,900</b>	228,500	<b>502,441</b>	583,471
<b>LIABILITIES</b>							
Creditors falling due within one year	<b>16</b>	<b>(349,879)</b>	(290,601)	-	(263)	<b>(349,879)</b>	(290,864)
<b>Net current assets/(liabilities)</b>		<b>45,662</b>	64,370	<b>106,900</b>	228,237	<b>152,562</b>	292,607
<b>Total net assets/(liabilities)</b>		<b>841,967</b>	782,392	<b>106,900</b>	228,237	<b>948,867</b>	1,010,629
<b>FUNDS</b>							
Restricted funds	<b>18</b>	-	-	<b>106,900</b>	228,237	<b>106,900</b>	228,237
Unrestricted funds		<b>841,967</b>	782,392	-	-	<b>841,967</b>	782,392
<b>TOTAL FUNDS</b>		<b>841,967</b>	782,392	<b>106,900</b>	228,237	<b>948,867</b>	1,010,629

The trustees have prepared group accounts in accordance with the Companies Act 2006 s398 and the Charities Act 2011 s138. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006.

The financial statements were approved by the Board of Trustees on

and were signed on its behalf by:

R Davies - Chair

K Adams – Chair of Finance

**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**CASHFLOW STATEMENT**  
**At 31 March 2025**

---

	<b>Group</b> <b>31/3/25</b> <b>£</b>	<b>31/3/24</b> <b>£</b>	<b>Charity</b> <b>31/3/25</b> <b>£</b>	<b>31/3/24</b> <b>£</b>
<b>Cashflows from operating activities:</b>				
Cash generated from operations (Note A)	<b>172,083</b>	138,407	<b>165,932</b>	134,799
Interest paid	<b><u>(719)</u></b>	<u>(1,090)</u>	<b><u>(719)</u></b>	<u>(1,090)</u>
<b>Net cash provided by/(used in) operating activities</b>	<b>171,364</b>	137,317	<b>165,213</b>	133,709
 <b>Cashflows from investing activities:</b>				
Purchase of tangible fixed assets	<b>(125,147)</b>	(178,235)	<b>(125,146)</b>	(178,235)
Proceeds from the sale of tangible fixed assets	-	46,837	-	46,837
Interest income	<b><u>3,343</u></b>	<u>1,628</u>	<b><u>3,343</u></b>	<u>1,628</u>
 Net cash provided by/(used in) investing activities	<b>(121,804)</b>	(129,770)	<b>(121,803)</b>	(129,770)
 <b>Cashflows from financing activities</b>	-	-	-	-
 Change in cash and cash equivalents in the reporting period	<b><u>49,560</u></b>	<u>7,547</u>	<b><u>43,410</u></b>	<u>3,939</u>
 Cash and cash equivalents at the beginning of the reporting period	<b>234,765</b>	227,218	<b>220,329</b>	216,390
 <b>Total cash and cash equivalents at the end of the reporting period</b>	<b><u>284,325</u></b>	<u>234,765</u>	<b><u>263,739</u></b>	<u>220,329</u>

TRINITY THEATRE AND ARTS CENTRE LIMITED

NOTES TO THE CASHFLOW STATEMENT

At 31 March 2025

A. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group		Charity	
	2024/25	2023/24	2024/25	2023/24
	£	£	£	£
<b>Net income/(expenditure)</b>	<b>(56,740)</b>	<b>(47,945)</b>	<b>(61,762)</b>	<b>(35,959)</b>
Adjustments for:				
Depreciation charges	44,812	38,553	44,153	35,393
Loss/ (gain) on the sale of fixed assets	2,710	(46,837)	2,710	(46,837)
Interest from investments	(3,343)	(1,628)	(3,343)	(1,628)
Interest paid	719	1,090	719	1,090
Decrease in stock	871	1,210	-	-
Decrease in debtors	119,432	160,368	124,440	146,154
Increase in creditors	<u>63,622</u>	<u>33,596</u>	<u>59,015</u>	<u>36,586</u>
<b>Net cash provided by (used in) operating activities</b>	<b><u>172,083</u></b>	<b><u>138,407</u></b>	<b><u>165,932</u></b>	<b><u>134,799</u></b>

B. ANALYSIS OF CHANGES IN NET FUNDS

GROUP	At 01/04/2024	Cash flow	At 31/03/2025
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	<u>234,765</u>	<u>49,560</u>	<u>284,325</u>
	<u>234,765</u>	<u>49,560</u>	<u>284,325</u>
<b>Debt</b>			
Bank loans	<u>(263)</u>	<u>263</u>	<u>-</u>
	<u>(263)</u>	<u>263</u>	<u>-</u>
<b>Total</b>	<u>234,502</u>	<u>49,823</u>	<u>284,325</u>

CHARITY	At 01/04/2024	Cash flow	At 31/03/2025
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	<u>220,329</u>	<u>43,410</u>	<u>263,739</u>
	<u>220,329</u>	<u>43,410</u>	<u>263,739</u>
<b>Debt</b>			
Bank loans	<u>(263)</u>	<u>263</u>	<u>-</u>
	<u>(263)</u>	<u>263</u>	<u>-</u>
<b>Total</b>	<u>220,066</u>	<u>43,673</u>	<u>263,739</u>

NOTES TO THE FINANCIAL STATEMENTS  
For The Year Ended 31 March 2025

---

1. ACCOUNTING POLICIES

**Basis of preparing the financial statements**

Trinity Theatre and Arts Centre Limited is a charitable company limited by guarantee registered in England and Wales. In the event of the charity being wound up the liability to members in respect of the guarantee is limited. The address of the registered office is given in the charity information on page 1 of the annual report. The nature of the charity's operations and principal activities is the operation of the Trinity Theatre and Arts Centre in Tunbridge Wells.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The charity constitutes a public benefit entity as defined by FRS102.

The financial statements are presented in pounds sterling and rounded to the nearest pound.

The trustees have reviewed the group's position for a period of 12 months from the date of approval of these accounts. The group incurred a deficit of £56,740 and at the balance sheet date the group does not have any free reserves. As such the trustees recognise that the group's position at the year-end may indicate the existence of a materiality uncertainty over its going concern status. However, under the current plans the trustees are confident that the group can continue for a period of at least 12 months from the date of approval of these financial statements. As such, the trustees continue to adopt the going concern basis in preparing the financial statements.

**Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary Trinity Arts Enterprises Limited on a line-by-line basis. All intra-group transactions and balances are eliminated on consolidation. A separate Statement of Financial Activities, and income and expenditure account, for the charity itself are not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006 and paragraph 397 of the SORP. The parent charity's deficit for the year was £61,762 (2024: £35,959).

**Income**

Income from donations and grants, including capital grants, is included in income when the charity is entitled to the funds, the receipt is probable, and the amount can be measured reliably. For donations, this is usually on receipt. For grants, this is usually when a formal offer letter is made in writing, unless the grant contacts terms and conditions outside of the charity's control which must be met before the charity is entitled to the funds. Where such conditions exist, the income is deferred until those periods.

When donors specify that donations and grants, including capital grants, are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in income of restricted funds when receivable.

Income from charitable activities relates to theatre and cinema income and income from youth and education. This includes box office receipts and is recognised in the period in which the relevant show takes place. Income received in advance is accounted for as deferred income. Income from performance-related grants in connection with the relevant activity is recognised in line with the performance-related criteria being met.

Income for other trading activities is recognised in the period in which the group is entitled to receipt, which is either when the event has taken place or over the period in which the income relates.

Other income relates to Theatre Tax Relief and is recognised in the year in which the qualifying performances took place.

## TRINITY THEATRE AND ARTS CENTRE LIMITED

### NOTES TO THE FINANCIAL STATEMENTS - CONTINUED For The Year Ended 31 March 2025

---

#### 1. ACCOUNTING POLICIES – continued

##### **Expenditure**

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised when a present legal or constructive obligation exists at the balance sheet date as a result of a past event, it is probably that a transfer of economic benefits will be required to settle the obligation and the amount can be estimated reliably.

Certain expenditure is directly attributable to specific activities and has been included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across categories on the basis of total staff costs on each of those activities.

##### **Tangible fixed assets**

Individual fixed assets costing £1,000 or more are capitalised at cost.

Tangible assets other than freehold are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold improvements (Charity)	Over the period of the lease
Leasehold improvements (Subsidiary)	Straight line over 5 years and 25 years
Plant & equipment	Straight line over 5 years and 10 years
Furniture & Fittings	Straight line over 7 years
Technical assets	Straight line over 5 years and 10 years
Cinema	Straight line over 10 years
Computer equipment	Straight line over 5 years

##### **Taxation**

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 of Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Any charge to taxation reflected in the consolidated financial statements is in relation to the charity's subsidiary undertaking Trinity Arts Enterprises Limited and its trading activity.

Trinity Arts Enterprises Limited recognises tax in the Income Statement at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or grant body when funds are raised for particular restricted purposes.

##### **Irrecoverable VAT**

Due to the charitable status of the company, VAT is not charged on some income streams. This results in a balance of non-recoverable VAT which is shown as irrecoverable VAT in the Statement of Financial Activities.

##### **Stock**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

# TRINITY THEATRE AND ARTS CENTRE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - CONTINUED For The Year Ended 31 March 2025

### 1. ACCOUNTING POLICIES – continued

#### Financial Instruments

The charity only has financial instruments which qualify as basis financial instruments. Short term basic financial instruments are initially recognised at transaction value and subsequently at amortised cost.

### 2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted Funds		Restricted Funds		Total Funds	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	£		£		£	
Donations	61,142	167,863	20,531	-	81,673	167,863
Grants	20,000	-	33,999	21,315	53,999	21,315
Total	81,142	167,863	54,530	21,315	135,672	189,178

### 3. INCOME FROM TRADING ACTIVITIES

	Unrestricted Funds		Restricted Funds		Total Funds	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	£		£		£	
Café, bar and car park	225,209	220,093	-	-	225,209	220,093
Sponsorships	40,816	42,597	-	-	40,816	42,597
Fundraising events	12,180	17,817	-	-	12,180	17,817
Hire income	1,912	2,900	-	-	1,912	2,900
Total	280,117	283,407	-	-	280,117	283,407

### 4. INVESTMENT INCOME

	Unrestricted Funds		Restricted Funds		Total Funds	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	£		£		£	
Interest receivable	3,343	1,628	-	-	3,343	1,628
Total	3,343	1,628	-	-	3,343	1,628

Interest receivable: Interest is included when receivable by the charity.

# TRINITY THEATRE AND ARTS CENTRE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - CONTINUED For The Year Ended 31 March 2025

### 5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds		Restricted Funds		Total Funds	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	£		£		£	
Theatre and Cinema	547,334	481,246	-	-	547,334	481,246
Education & Youth	207,722	166,716	17,893	66,270	225,615	232,986
Total	755,056	647,962	17,893	66,270	772,949	714,232

### 6. OTHER INCOME

	Unrestricted Funds		Restricted Funds		Total Funds	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	£		£		£	
Theatre Tax Relief	50,692	49,968	-	-	50,692	49,968
Insurance Claim	778	26,000	-	-	778	26,000
Total	51,470	75,968	-	-	51,470	75,968

Interest receivable: Interest is included when receivable by the charity.

### 7. ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	Direct costs (Note 9)		Support costs (Note 10)		Total Funds	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	£		£		£	
<b>Unrestricted funds</b>						
Trading cost	157,370	197,743	-	-	157,370	197,743
Fundraising	20,355	18,067	39,323	43,182	59,678	61,249
Total	177,725	215,810	39,323	43,182	217,048	258,992

# TRINITY THEATRE AND ARTS CENTRE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - CONTINUED For The Year Ended 31 March 2025

### 8. ANALYSIS OF CHARITABLE EXPENDITURE

	Direct costs (Note 9)		Support costs (Note 10)		Total	
	31/03/2025	31/03/2024	31/03/2025	31/03/2024	31/03/2025	31/03/2024
	£		£		£	
<b>Unrestricted funds</b>						
Theatre and Cinema	389,828	409,816	154,557	123,453	544,385	533,269
Education & Youth	194,936	148,102	253,354	224,866	448,290	372,968
<b>Total unrestricted funds</b>	<b>584,764</b>	<b>557,918</b>	<b>407,911</b>	<b>348,319</b>	<b>992,675</b>	<b>906,237</b>
<b>Restricted funds</b>						
Theatre and Cinema	39,508	45,234	-	-	39,508	45,234
Education & Youth	51,060	101,895	-	-	51,060	101,895
<b>Total restricted funds</b>	<b>90,568</b>	<b>147,129</b>	<b>-</b>	<b>-</b>	<b>90,568</b>	<b>147,129</b>
<b>Total</b>	<b>675,332</b>	<b>705,047</b>	<b>407,911</b>	<b>348,319</b>	<b>1,083,243</b>	<b>1,053,366</b>

### 9. ANALYSIS OF DIRECT COSTS

	Total Funds	
	31/03/2025	31/03/2024
	£	£
Wages and salaries	167,747	145,176
Production and performance costs	327,956	359,967
Project and workshop costs	73,254	73,090
Cinema costs	19,233	25,310
Subscriptions and licences	(2,728)	9,799
Other production costs	2,053	897
Technical costs	30,927	38,626
Booking system costs	23,740	23,781
Other direct costs	132	557
Marketing costs	11,887	7,784
Depreciation	21,131	20,060
<b>Total</b>	<b>675,332</b>	<b>705,047</b>



**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**For The Year Ended 31 March 2025**

**10. ANALYSIS OF SUPPORT COSTS**

	<b>Total Funds</b>	
	<b>31/03/2025</b>	<b>31/03/2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>173,065</b>	174,900
Rent and rates	<b>15,162</b>	15,921
Light and heat	<b>33,962</b>	28,506
Repairs and maintenance	<b>26,865</b>	20,141
Cleaning costs	<b>11,358</b>	4,270
Marketing	<b>23,206</b>	39,010
Volunteer costs	<b>487</b>	453
Insurance	<b>22,563</b>	20,002
Printing, postage and stationery	<b>5,843</b>	5,619
Other staff costs	<b>1,173</b>	590
Telephone	<b>11,466</b>	12,344
Travel costs	<b>-</b>	36
Computer costs	<b>2,162</b>	2,920
Subscriptions	<b>287</b>	530
Accountancy	<b>17,902</b>	10,369
Depreciation	<b>23,021</b>	15,332
(Gain) / loss on disposal of tangible fixed assets	<b>2,710</b>	(46,837)
Irrecoverable VAT	<b>38,488</b>	51,433
Bank charges	<b>1,463</b>	1,545
Credit card charges	<b>22,576</b>	21,223
Governance costs:		
Auditors' remuneration	<b>10,300</b>	10,000
Consultancy costs	<b>75</b>	2,394
Legal and professional fees	<b>3,100</b>	800
<b>Total</b>	<b>447,234</b>	391,501

Support costs allocated between:

Expenditure on raising funds (Note 7)	<b>39,323</b>	43,182
Expenditure on charitable activities (Note 8)	<b>407,911</b>	348,319
<b>Total</b>	<b>447,234</b>	391,501

## TRINITY THEATRE AND ARTS CENTRE LIMITED

### NOTES TO THE FINANCIAL STATEMENTS - CONTINUED For The Year Ended 31 March 2025

#### 11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits during the year ended 31 March 2025 nor during the year ended 31 March 2024.

##### Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

#### 12. STAFF COSTS

The average monthly number of employees during the year was as follows:

	31/3/25	31/3/24
Theatre	3	5
Education & Youth	4	4
Commercial trading operations	22	15
Administration, support and premises	8	8
	<u>37</u>	<u>32</u>

The average monthly number of full-time equivalent (FTE) employees during the year was as follows:

	31/3/25	31/3/24
Theatre	2	5
Education & Youth	4	4
Commercial trading operations	3	3
Administration, support and premises	5	8
	<u>14</u>	<u>20</u>

	31/3/25	31/3/24
	£	£
Wages and salaries	405,480	415,489
Employer's national insurance contributions	21,646	26,630
Employer's pension contributions	8,931	9,419
	<u>436,057</u>	<u>451,538</u>

No employees received emoluments in excess of £60,000.

The total employment benefits including employer pension contributions of the key management personnel were £34,256 (2024: £32,424).

#### 13. NET INCOME/ (EXPENDITURE)

	31/3/25	31/3/24
	£	£
Net income/(expenditure) is stated after charging:		
Auditors' remuneration for audit services	10,300	10,000
Depreciation	44,812	38,553
Rent paid under operating leases	12,000	12,000

TRINITY THEATRE AND ARTS CENTRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
For The Year Ended 31 March 2025

14. TANGIBLE FIXED ASSETS (GROUP)

	Leasehold improvements £	Cinema £	Plant & equipment £
<b>COST</b>			
At 1 April 2024	729,674	63,414	133,896
Additions	56,293	-	47,557
Disposals	-	-	-
At 31 March 2025	785,967	63,414	181,453
<b>DEPRECIATION</b>			
At 1 April 2024	132,310	25,359	102,787
Charge for year	13,998	4,191	7,126
Eliminated on disposal	-	-	-
At 31 March 2025	146,308	29,550	109,913
<b>NET BOOK VALUE</b>			
At 31 March 2025	639,659	33,864	71,540
At 31 March 2024	597,364	38,055	31,109

	Furniture & fittings £	Computer equipment £	Technical assets £	Totals £
<b>COST</b>				
At 1 April 2024	48,858	18,573	254,124	1,248,539
Additions	4,249	-	17,048	125,147
Disposals	(8,683)	-	(959)	(9,642)
At 31 March 2025	44,424	18,573	270,213	1,364,044
<b>DEPRECIATION</b>				
At 1 April 2024	44,037	15,125	202,066	521,684
Charge for year	767	1,582	17,148	44,812
Eliminated on disposal	(6,724)	-	(208)	(6,932)
At 31 March 2025	38,080	16,707	219,006	559,564
<b>NET BOOK VALUE</b>				
At 31 March 2025	6,344	1,866	51,207	804,480
At 31 March 2024	4,821	3,448	52,058	726,855

TRINITY THEATRE AND ARTS CENTRE LIMITED

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
For The Year Ended 31 March 2025

14. TANGIBLE FIXED ASSETS (CHARITY)

	Leasehold improvements £	Cinema £	Plant & equipment £	
<b>COST</b>				
At 1 April 2024	714,063	63,414	118,788	
Additions	56,294	-	47,555	
Disposals	-	-	-	
At 31 March 2025	<u>770,357</u>	<u>63,414</u>	<u>166,343</u>	
<b>DEPRECIATION</b>				
At 1 April 2024	122,613	25,359	90,597	
Charge for year	14,375	4,191	6,091	
Eliminated on disposal	-	-	-	
At 31 March 2025	<u>136,988</u>	<u>29,550</u>	<u>96,688</u>	
<b>NET BOOK VALUE</b>				
At 31 March 2025	<u>633,369</u>	<u>33,864</u>	<u>69,655</u>	
At 31 March 2024	<u>591,450</u>	<u>38,055</u>	<u>28,191</u>	
	<b>Furniture &amp; fittings £</b>	<b>Computer equipment £</b>	<b>Technical assets £</b>	<b>Totals £</b>
<b>COST</b>				
At 1 April 2024	48,858	18,573	254,124	1,217,820
Additions	4,249	-	17,048	125,146
Disposals	(8,683)	-	(959)	(9,642)
At 31 March 2025	<u>44,424</u>	<u>18,573</u>	<u>270,213</u>	<u>1,333,324</u>
<b>DEPRECIATION</b>				
At 1 April 2024	44,037	15,126	202,066	499,798
Charge for year	767	1,581	17,148	44,153
Eliminated on disposal	(6,724)	-	(208)	(6,932)
At 31 March 2025	<u>38,080</u>	<u>16,707</u>	<u>219,006</u>	<u>537,019</u>
<b>NET BOOK VALUE</b>				
At 31 March 2025	<u>6,344</u>	<u>1,866</u>	<u>51,207</u>	<u>796,305</u>
At 31 March 2024	<u>4,821</u>	<u>3,447</u>	<u>52,058</u>	<u>718,022</u>

**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**For The Year Ended 31 March 2025**

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>31/3/25</b>	<b>31/3/24</b>	<b>31/3/25</b>	<b>31/3/24</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	<b>43,290</b>	15,753	<b>38,669</b>	12,261
Amounts owed to group undertakings	-	-	<b>90,788</b>	96,174
Other debtors	<b>1,225</b>	729	<b>2,733</b>	730
Prepayments and accrued income	<b>106,512</b>	253,977	<b>106,512</b>	253,977
	<b>151,027</b>	270,459	<b>238,702</b>	363,142

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>Group</b>		<b>Charity</b>	
	<b>31/3/25</b>	<b>31/3/24</b>	<b>31/3/25</b>	<b>31/3/24</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank loans and overdraft	-	263	-	263
Trade creditors	<b>116,829</b>	82,329	<b>111,897</b>	78,725
Taxation and social security	<b>14,045</b>	11,695	<b>7,390</b>	5,977
Other creditors	<b>4,778</b>	197	<b>2,234</b>	-
VAT	<b>15,714</b>	15,999	<b>15,780</b>	15,999
Deferred income	<b>163,103</b>	125,599	<b>163,102</b>	125,599
Accruals	<b>52,184</b>	66,949	<b>49,476</b>	64,301
	<b>366,653</b>	303,031	<b>349,879</b>	290,864

Deferred income relates to tickets sold for shows that are yet to be performed at the balance sheet date. The movement on deferred income is as follows:

	<b>Group</b>		<b>Charity</b>	
	<b>31/3/25</b>	<b>31/3/24</b>	<b>31/3/25</b>	<b>31/3/24</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Balance at 1 April 2024	<b>125,599</b>	88,559	<b>125,599</b>	88,559
Released to income	<b>(125,599)</b>	(88,559)	<b>(125,599)</b>	(88,559)
Received in the year and deferred	<b>163,103</b>	125,599	<b>163,102</b>	125,599
Balance at 31 March 2025	<b>163,103</b>	125,599	<b>163,102</b>	125,599

# TRINITY THEATRE AND ARTS CENTRE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS - CONTINUED For The Year Ended 31 March 2025

### 17. OPERATING LEASE COMMITMENTS

The charity is committed to the following operating lease payments:

	31/3/25 £	31/3/24 £
Expiring:		
Within one year	12,000	12,000
Between one and five years	48,000	48,000
In more than five years	264,000	276,000
	<b>324,000</b>	<b>336,000</b>

There is a fixed charge held over the leasehold property in which the charity operates from.

### 18. ANALYSIS OF FUNDS

	Balance at 01/04/2024 £	Income £	Expenditure £	Transfers £	Balance at 31/03/2025 £
Unrestricted funds	704,713	1,171,128	(1,209,723)	103,192	769,310
<b>Total</b>	<b>704,713</b>	<b>1,171,128</b>	<b>(1,209,723)</b>	<b>103,192</b>	<b>769,310</b>

#### b. RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes;

#### Movement in funds

	Balance at 01/04/2024 £	Income £	Expenditure £	Transfers £	Balance at 31/03/2025 £
<b>Capital</b>					
Heritage Project	171,249	-	(29,367)	(55,188)	86,694
Building Upgrades	10,108	-	(4,317)	-	5,791
Attic Space Refurbishment	125	-	-	-	125
<b>Operating</b>					
Encore	2,400	15,803	(18,203)	-	-
Speech Bubbles	36,567	2,090	(32,857)	-	5,800
RTW Together	1,125	-	-	-	1,125
Theatres Trust	-	5,000	-	(5,000)	-
TWBC	-	2,499	-	(2,499)	-
Heating Fund	-	40,738	(233)	(40,505)	-
Creative Engagement	-	6,043	-	-	6,043
NT Connections	5,591	-	(5,591)	-	-
Operating Other	947	-	-	-	947
Elliott Fund	125	250	-	-	375
	<b>228,237</b>	<b>72,423</b>	<b>(90,568)</b>	<b>(103,192)</b>	<b>106,900</b>

## TRINITY THEATRE AND ARTS CENTRE LIMITED

### NOTES TO THE FINANCIAL STATEMENTS - CONTINUED For The Year Ended 31 March 2025

---

#### b. RESTRICTED FUNDS CONTINUED

##### Capital Grants

**Heritage Project** – The Clocktower project was officially opened in September 2024.

**Building Upgrades** – Existing funds from Tunbridge Wells Borough Council were partially used for the heating upgrade. No further capital funds were received.

##### Operating Grants

**Encore** – Our programme of activities for adults with free time in the day, including those who are otherwise socially isolated or living with dementia. This was supported by an agreement with Involve Kent as part of KCC's Universal Wellbeing Contract, totalling £15,803.

**Speech Bubbles** – Our flagship schools offering, supporting children with speech, language and communication needs, continued the final parts of our Kent County Council funding, and was buoyed in the 2024/25 academic year by funding from The Bedgebury Foundation.

**RTW together** – Funds from RTW together to support our heritage accessibility offer via a digital tour of the Clocktower on a touchscreen kiosk installed in the foyer.

**Theatres Trust** – The charity received a Grant of £5,000 from The Theatres Trust towards replacing the Fresnel stage lights. The old lights were at the end of their serviceable life and the new lights significantly reduce power consumption while enhancing the versatility of colour and zooming functions.

**TWBC** - A Grant of £2,499 received from TWBC was also used for the Fresnel stage lights.

**Heating Fund** – Maxipay Accounting Services's initial donation and subsequent match funding of generous Individual and corporate donations enabled the fitting of HALO LED heating during the winter maintenance shutdown.

**Creative Engagement Projects** – A £3,000 donation was received from Brian Mitchell Charitable Settlement along with many individual donations (making up the remainder received of £3,043) to support our Creative Engagement Projects.

**NT Connections** – Connections is the National Theatre's annual, nationwide youth theatre festival. Trinity is proud to be a partner festival, championing the talent of young people from across the South East. Funding was received during the year to support Trinity Theatre's continued involvement in the programme.

**Elliott Fund** – Contribution received from Firefly of £250.

Transfers represent the purchase of fixed assets during the year from a restricted fund which are held for a general purpose.

## TRINITY THEATRE AND ARTS CENTRE LIMITED

### NOTES TO THE FINANCIAL STATEMENTS - CONTINUED For The Year Ended 31 March 2025

#### 19. RELATED PARTY DISCLOSURES

Trinity Arts Enterprises Limited donates all of its profits to Trinity Theatre & Arts Centre Limited each year by way of a gift aid distribution.

During the year there was a cross charge of £2,500 (2024: £8,000) from Trinity Theatre and Arts Centre Limited to Trinity Arts Enterprises Limited.

In addition Trinity Arts Enterprises Limited recharged £2,027 (2024: £8,073) to Trinity Theatre and Arts Centre Limited for cafe supplies and cleaning costs.

At the balance sheet date Trinity Theatre & Arts Centre Limited were due £90,788 (2024: £96,174) from Trinity Arts Enterprises Limited.

#### 20. STOCK (Group only)

	31/3/25	31/3/24
	£	£
Finished goods	<u>3,031</u>	<u>3,902</u>
	<u>3,031</u>	<u>3,902</u>

#### 21. FIXED ASSET INVESTMENTS

During the year the charity had a wholly owned UK subsidiary company, Trinity Arts Enterprises Limited, with registered office Trinity Theatre and Arts Centre, Church Road, Tunbridge Wells, Kent, TN1 1JP and company number 01848111, which operates a bar and café and all commercial trading. The financial information of this company is set out below:

	31/3/25	31/3/24
Turnover	166,060	190,738
Cost of sales	55,420	64,225
Administrative costs	104,449	137,634
Loss for the year	6,191	(11,090)
Total Assets	36,414	30,662
Total Liabilities	107,559	107,998
Reserves	(71,145)	(77,336)



**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**For The Year Ended 31 March 2025**

	2025 £	2024 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	101,673	167,863
Grants	33,999	21,315
	<u>135,672</u>	<u>189,178</u>
<b>Other trading activities</b>		
Cafe/Bar and car park income	225,209	220,093
Sponsorships	40,816	42,597
Fundraising events	12,180	17,817
Hire income	1,912	2,900
	<u>280,117</u>	<u>283,407</u>
<b>Investment income</b>		
Interest receivable	3,343	1,628
<b>Charitable activities</b>		
Charitable income	772,949	714,232
<b>Other income</b>		
Other income – Theatre Tax Relief	50,692	49,968
Other income – Insurance claim	778	26,000
	<u>51,470</u>	<u>75,968</u>
<b>Total incoming resources</b>	<b>1,243,551</b>	<b>1,264,413</b>
<b>EXPENDITURE</b>		
<b>Raising funds</b>		
Trading cost including TAEI depreciation	157,370	193,774
Parking costs	2,967	3,969
Fundraising	17,388	18,067
	<u>177,725</u>	<u>215,810</u>
<b>Charitable activities direct costs</b>		
Direct wages and salaries	167,747	145,176
Production and performance costs	327,956	359,967
Project and workshop costs	73,254	73,090
Cinema costs	19,233	25,310
Subscriptions and licenses	(2,728)	9,799
Other production costs	2,053	897
Technical costs	30,927	38,626
Booking system costs	23,740	23,781
Other direct costs	132	557
Direct marketing costs	11,887	7,784
Technical assets depreciation	16,940	16,303
Cinema assets depreciation	4,191	3,757
	<u>675,332</u>	<u>705,047</u>

This page does not form part of the statutory financial statements

**TRINITY THEATRE AND ARTS CENTRE LIMITED**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**For The Year Ended 31 March 2025**

	2025 £	2024 £
<b>Support costs</b>		
<b>Management</b>		
Wages and salaries	173,065	174,900
Rent and rates	15,162	15,921
Light and heat	33,962	28,506
Repairs and maintenance	26,865	20,141
Cleaning costs	11,358	4,270
Marketing	23,206	39,010
Insurance	22,563	20,002
Printing, postage and stationery	5,843	5,619
Other staff costs	1,173	590
Telephone	11,466	12,344
Travelling	-	36
Subscriptions	287	530
Computer costs	2,162	2,920
Volunteer costs	487	453
Accountancy	17,902	10,369
Depreciation	23,021	15,332
(Gain) / loss on disposal of tangible fixed assets	2,710	(46,837)
Irrecoverable VAT	38,488	51,433
Bank charges	1,463	1,545
Credit card charges	22,576	21,223
	<u>433,759</u>	<u>378,307</u>
<b>Governance costs</b>		
Auditors' remuneration	10,300	10,000
Legal and professional fees	3,100	800
Consultancy	75	2,394
	<u>13,475</u>	<u>13,194</u>
<b>Total resources expended</b>	<u><b>1,300,291</b></u>	<u><b>1,312,358</b></u>
<b>Net income/ (expenditure)</b>	<u><b>(56,740)</b></u>	<u><b>(47,945)</b></u>

This page does not form part of the statutory financial statements