

ANNUAL REPORT 2025/26

Creative Expression for All

TRINITY:

1 April 2025 - 31 March 2026



CONTENTS

- 1.A Message From Our Chair _____ page 4
- 2.Trinity In Numbers _____ page 5
- 3.Where We Are At & Impact _____ page 7
 - i) Enabling _____ page 8
 - ii) Breadth _____ page 8
 - iii) Depth _____ page 9
 - iv) Learning _____ page 9
- 4.Our Work In 2025/26 _____ page 10
 - i) Creative Communities _____ page 10
 - ii) Community Voice & Agency _____ page 18
 - iii) Creative Health _____ page 22
 - iv) Strong Foundations _____ page 26
 - v) Cultural Excellence _____ page 29
- 5.Volunteers _____ page 35
- 6.Treasurer's Statement _____ page 37
- 7.Financial Overview _____ page 38
- 8.Thank You _____ page 39
- 9.Looking Ahead (2026-2031) _____ page 40

Photo Credit: Khali Ackford

A MESSAGE FROM OUR CHAIR

As I conclude another year as Chair of Trustees, I continue to be inspired by the creativity, determination and generosity of our community, staff, volunteers, trustees and partners.

Thank you to everyone who has supported Trinity over the past year. Your belief in our mission enables us to continue creating opportunities for people to connect, create and thrive. This year's report reflects another significant period of growth and development. While we have continued to deliver an ambitious creative and cultural programme, we've also strengthened our role as a civic organisation, expanding our reach beyond our building and creating more meaningful opportunities for people to shape the work we do.

What continues to impress me most is the team's willingness to innovate while remaining grounded in our values. Their creativity and collaborative spirit have enabled the organisation to respond to changing needs whilst remaining focused on delivering meaningful impact for the communities we serve. As we look ahead, we do so with confidence and ambition.

The challenges facing our communities remain significant, but so too does the power of creativity to bring people together, strengthen neighbourhoods and inspire positive change. Trinity's commitment to Creative Expression for All has never been stronger, and I look forward to seeing how we continue to grow our impact in the years ahead. Thank you once again for being part of this journey.

With appreciation and sincerest thanks.



Chris Luffingham
Chair of Trustees, Trinity Community Arts



TRINITY IN NUMBERS



77,047

visitors
welcomed

2,022

events and workshops
delivered for children &
young people

1,429

people
engaged with
our word
through more
than one
activity

15,000

households invited
to participate in
Citizens for
Culture

714

free and subsidised
community activities
supported

414

freelancers,
volunteers and
contractors
engaged

671 children and
young people regularly
engaged in activities
across the year

We make creativity accessible and support transformational change through work that is co-created and purposeful.



Photo Credit: Elliot Hingston

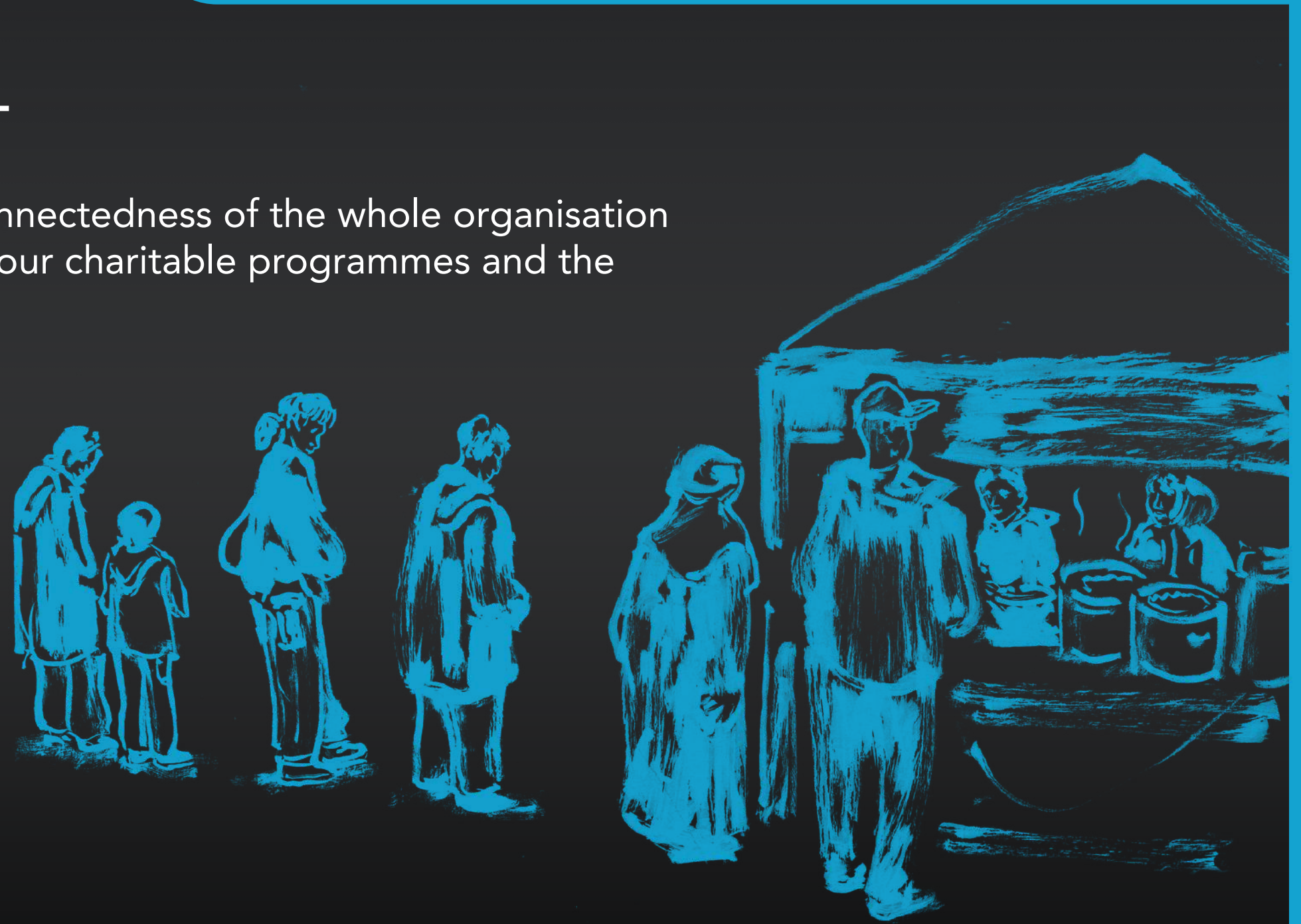
WHERE WE ARE AT

Understanding how we create impact

At Trinity, we understand impact as the result of the interconnectedness of the whole organisation – from day-to-day operations and financial sustainability, to our charitable programmes and the creative and cultural opportunities we create locally.

In 2025/26, Dr Harriet Hand, our Researcher in Residence, helped us strengthen how we understand and evaluate this impact. Working with staff, Harriet supported a more equitable approach to evaluation, ensuring learning and community voice inform how we make decisions and improve our practice.

This work has helped define the principles that underpin our approach: what we do, how we do it, what changes as a result, and what we learn and change in response. We use these principles to understand our impact across four connected areas.



2.i. **ENABLING**

Creating the stability that makes everything else possible

Some activities provide the income and resources that allow us to deliver our mission. These activities generate stability with measured staff input, allowing us to invest in creative programmes, community initiatives and organisational development.

Examples include weddings, touring gigs, bar income and commercial venue hire.



2.ii. **BREADTH**

Making creativity more accessible

Breadth is about creating opportunities for large numbers of people to participate in culture. These activities provide accessible entry points into creativity and help us engage with diverse communities across Bristol.

Examples include community events, grassroots activity, and participation opportunities that make culture accessible.



2.iii. **DEPTH**

Supporting transformational change through relationships

Some of our work focuses on deeper engagement and long-term outcomes. These activities are relational, co-created and purposeful, often developed alongside participants, communities and partners.

Examples include Trinity Presents, co-design projects, artist development programmes and long-term partnerships that create lasting impact.



2.iv. **LEARNING**

Reflecting, adapting and improving

Learning helps us understand what works and how we can improve. Through feedback, evaluation, consultation and reflection we strengthen our practice, adapt our approach and ensure community voices shapes decision-making.

Examples include evaluation activity, community consultation, internal reviews and data-informed learning.

Photo Credits: Jon Aitken and Shamphat Productions

3.i. **CREATIVE COMMUNITIES**

*Using creativity to build stronger,
more connected communities*



Photo Credit: Jon Aitken

IN THIS SECTION:

1. Windrush Celebration Day
2. Festus Market
3. Stay & Play
4. Supporting Community Organisations
5. Project Spotlight: Our Freedom Then and Now

What We've Learned

When people have access to creative opportunities close to home, communities become stronger, more connected and more resilient.

Throughout 2025/26, we worked alongside residents, artists and community partners to create opportunities for participation, celebration and connection.

HIGHLIGHTS



714 free and subsidised community activities supported

- Community-led events and celebrations delivered throughout the year
- Continued investment in place-based participation and inclusion



Photo Credit: Khali Ackford

WINDRUSH CELEBRATION DAY

Windrush Celebration Day brought together musicians, authors, community organisations and local residents to celebrate Caribbean heritage through storytelling, exhibitions, food and live performance.

FESTUS MARKET

Festus Market celebrated African Caribbean and Black British culture through music, food, storytelling and enterprise. Approximately 250 visitors attended throughout the day, supporting local traders, artists and makers while raising funds for Jamaica Hurricane Relief.

Fortune shone on Festus, an inspiring intergenerational mix of traders and visitors. Big up everyone who made it special. Till next year.

”

HYPE DANCE COMPANY

HYPE continued delivering high-quality dance training, mentoring and performance opportunities while supporting progression into further education, employment and leadership.

CULTURAL ALLIANCE

Working with three local primary schools, we engaged 438 Key Stage 2 pupils through weekly dance and drama sessions, building confidence, participation and engagement through creative learning.

NEXT GEN SOUNDS

Our free weekly music programme supported 191 young people across 38 sessions, offering music production, performance opportunities and industry mentoring. 94% of participants reported increased confidence and development in their creative practice.

When I know I've got drama, I'm really happy to go to school that day.

”





STAY & PLAY

Following the withdrawal of local authority provision, Trinity reintroduced weekly Stay & Play sessions for local families. The programme now welcomes around 25 families each week, creating opportunities for connection, creativity and support.

SUPPORTING COMMUNITY ORGANISATIONS

Throughout the year, Trinity continued supporting community groups, grassroots organisations and local initiatives by providing affordable and subsidised access to space, resources and cultural infrastructure.

Photo Credit: Ciara Hillyer

WHAT WE'VE LEARNED

Creative activity is most powerful when it is rooted in local needs and shaped by local people. By creating welcoming opportunities for participation, we help strengthen relationships, build belonging and support community resilience.

Without these spaces and moments to talk about what really matters, it can feel pretty lonely. I've found it really special to be with others who get it.

**FREEDOM ISN'T
SURVIVAL
FREEDOM IS FIGHTING
FOR WHAT YOU BELIEVE
FREEDOM IS SINGING
AT THE TOP OF**

Photo Credit: Leticia Valverdes

PROJECT SPOTLIGHT: OUR FREEDOM THEN AND NOW

As part of Future Arts Centres' national Our Freedom: Then and Now programme, Trinity worked with communities across Bristol to explore what freedom means today, marking 80 years since VE/VJ Day.

Across summer and autumn, Caribbean Elders, refugee and asylum-seeking communities, Art for Wellbeing participants and local residents worked with Sukina Noor, Dr Edson Burton and Sonja Burniston to explore freedom through creative writing and printmaking. Their experiences and ideas shaped poetic placards, prints and a large-scale billboard installation in Old Market, created with Jack Arts and Build Hollywood, giving participants' voices a highly visible public billboard exhibition.

The project culminated in an exhibition launch and celebratory Dovetail Orchestra performance, bringing together participants and wider communities. Free tickets supported access for refugee and asylum-seeking communities, including 32 recently arrived unaccompanied young people.



Photo Credit:
Jon Aitken

OUR FREEDOM: THEN AND NOW

Impact and Learning

Our Freedom brought communities and artists together to explore ideas of freedom through a co-designed creative programme. Alongside the work itself, the project offered valuable learning about participation, public visibility and the relationships that can grow from collaborative creative practice.



163 people participated in Our Freedom activities

240 people attended the project's final events

27,000 estimated footfall for the public billboard exhibition

3 lead artists worked with communities to co-design the project

HIGHLIGHTS

Next:

**COMMUNITY
VOICE & AGENCY**

3.ii. **COMMUNITY VOICE & AGENCY**

*Supporting people to shape culture,
places and decisions*



Photo Credit: Khali Ackford

IN THIS SECTION:

1. Citizens for Culture
2. Speak Out
3. Jacobs Wells Baths Consultation
4. Evaluation & Learning Spotlight

What We've Learned

The strongest ideas emerge when communities are given meaningful opportunities to influence decisions. Throughout the year, Trinity continued developing projects that place communities at the heart of cultural planning, participation and change.



35 people participated in Jacobs Wells Baths workshops

51 citizens co-created the West of England Citizens' Cultural Plan

15,000 households invited to participate in Citizens for Culture

70 consultation responses received

HIGHLIGHTS

CITIZENS FOR CULTURE

Citizens for Culture became one of the region's most ambitious examples of cultural democracy. Through a representative assembly process, participants developed recommendations designed to influence cultural participation, investment and decision-making across the region.

SPEAK OUT

Speak Out supported young people to explore issues affecting their lives through creativity, social action and artistic expression. Designed by participants, the project promoted confidence, leadership and agency.



JACOBS WELLS BATHS CONSULTATION

Throughout the year, local residents, heritage communities and stakeholders played a central role in helping shape the future vision for Jacobs Wells Baths through workshops, consultation and engagement activity.

EVALUATION & LEARNING SPOTLIGHT

This year Trinity welcomed Dr Harriet Hand as Researcher in Residence, helping strengthen our approach to equitable evaluation and ensuring learning and community voice continue to shape organisational decision-making.

WHAT WE'VE LEARNED

People want meaningful influence over the decisions that affect their communities. The strongest participation happens when people are recognised not as audiences, but as contributors, collaborators and decision-makers.

Next:

CREATIVE HEALTH



Photo Credit: Shamphat Productions

3.iii. **CREATIVE HEALTH**

*Creativity that supports wellbeing,
confidence and connection*

Throughout the year, Trinity continued developing projects that place communities at the heart of cultural planning, participation and change.



IN THIS SECTION:

1. Bristol Drugs Project Partnership
 2. Movement for Health
 3. Adult Learning & Employability
 4. Art for Wellbeing
 5. One-to-One Creative Support
- What We've Learned*



Photo Credit: Ania Shrimpton

Bristol Sober Spaces just keeps getting bigger and bigger – more new audience members, more artists getting in touch to perform, and more venues wanting to collaborate.

BRISTOL DRUGS PROJECT PARTNERSHIP

Working alongside Bristol Drugs Project, Trinity delivered weekly recovery-focused music activity, including Bristol Recovery Orchestra rehearsals, Move On Music sessions and celebration events.

MOVEMENT FOR HEALTH

In partnership with Jerry's Attic and Gentle Dance, Trinity continued delivering movement and dance opportunities for adults aged 55+, supporting physical wellbeing, confidence and social connection.

ADULT LEARNING & EMPLOYABILITY

A new 15-week creative employability programme was delivered in partnership with SGS College and Bristol School of Art, helping participants develop confidence, transferable skills and future opportunities.



Photo Credit:
Ania Shrimpton

ART FOR WELLBEING

Creative wellbeing courses offered opportunities for participants to develop skills, build relationships and improve confidence through artistic expression.

ONE-TO-ONE CREATIVE SUPPORT

Trinity continued delivering targeted one-to-one music support for young people referred through schools, specialist services and alternative education settings.

WHAT WE'VE LEARNED

Creative activity has the greatest impact when participation, connection and opportunity come together. Creativity can support confidence, wellbeing and belonging while helping people discover new possibilities for themselves and their futures.



I've learnt so much and met such lovely people. That's not how I imagined it would be.



Next:

**STRONG
FOUNDATIONS**

3.iv. **STRONG FOUNDATIONS**

Building the organisation our communities need

Strong foundations allow us to create more opportunities, reach more people and secure Trinity's future for generations to come. Alongside programme delivery, we continued investing in our spaces, systems and organisational resilience.

IN THIS SECTION:

1. Lift Restoration
2. The Snug
3. Evaluation & Organisational Development
4. Creative Foundations Fund
5. Jacobs Wells Baths

What We've Learned

Photo Credit: Khali Ackford



Roofing repairs at Jacobs Wells Baths

Photo Credit: Elliot Hingston

LIFT RESTORATION

Following a prolonged period of recurring faults, Trinity completed significant works to restore the building's accessible lift to reliable operation, strengthening accessibility and ensuring visitors, participants and audiences can access the building safely and with greater confidence.

THE SNUG

A former office space was transformed into The Snug, creating a flexible multi-purpose environment supporting learning activity, youth work, meetings and community use.

EVALUATION & ORGANISATIONAL DEVELOPMENT

During the year, we invested in strengthening evaluation, learning and organisational systems to improve how we understand participation, demonstrate impact and support future development.

Photo Credit: Khali Ackford



CREATIVE FOUNDATIONS FUND

Trinity secured match funding through the Creative Foundations Fund towards a £555,000 programme of capital improvement works focused on compliance, sustainability and long-term resilience.

JACOBS WELLS BATHS

Development work continued on the restoration of Jacobs Wells Baths. Phase One represents a £2.2 million investment in conserving and safeguarding this important heritage asset, laying the foundations for future cultural and community use.

WHAT WE'VE LEARNED

Strong cultural organisations are built on more than programmes. Investment in people, systems, buildings and learning creates the conditions for long-term impact, sustainability and community benefit.



Ensuring we weave accessibility throughout ever changing floor levels of this complex, listed building, has been a significant challenge that has benefitted hugely from the consultation and engagement events that the team has organised

Next:

**CULTURAL
EXCELLENCE**



3.v. **CULTURAL EXCELLENCE**

Creating exceptional cultural experiences for Bristol and beyond



Photo Credit: Elliot Hingston

IN THIS SECTION:

1. Trinity Presents
2. Seedling Sessions
3. Music Programme & Live Events
4. Art of the Possible
5. Local to Global

What We've Learned

From emerging artists to major live events, culture brings people together, inspires creativity and creates opportunities for expression. During 2025/26, Trinity continued supporting artists, audiences and creative communities through an ambitious programme of cultural activity.



HIGHLIGHTS

113 *live music events and club nights*

945 *musicians performing across 410 DJs and bands*

13 *Trinity Presents events*

Continued artist development and progression opportunities

Photo Credit: Insight Photography



TRINITY PRESENTS

Trinity Presents continued supporting underrepresented artists through performances, partnerships and programming that expanded beyond Trinity's walls into venues and spaces across the city.

SEEDLING SESSIONS

Founded by Bristol artist MĀDLŸ, Seedling Sessions celebrated its tenth anniversary. The programme continues creating important opportunities for emerging artists, particularly women and people from underrepresented backgrounds.

MUSIC PROGRAMME & LIVE EVENTS

Across 2025/26, Trinity programmed 113 live music events and club nights, welcoming thousands of people through our doors. The programme brought together internationally recognised artists including Olivia Dean, Pete Doherty and Lila Iké with grassroots and emerging talent, while supporting Bristol's independent music scene through promoters including Teaching in Dubs, Planet Shroom, Kesh, Toxic Tek and 23 Degrees.

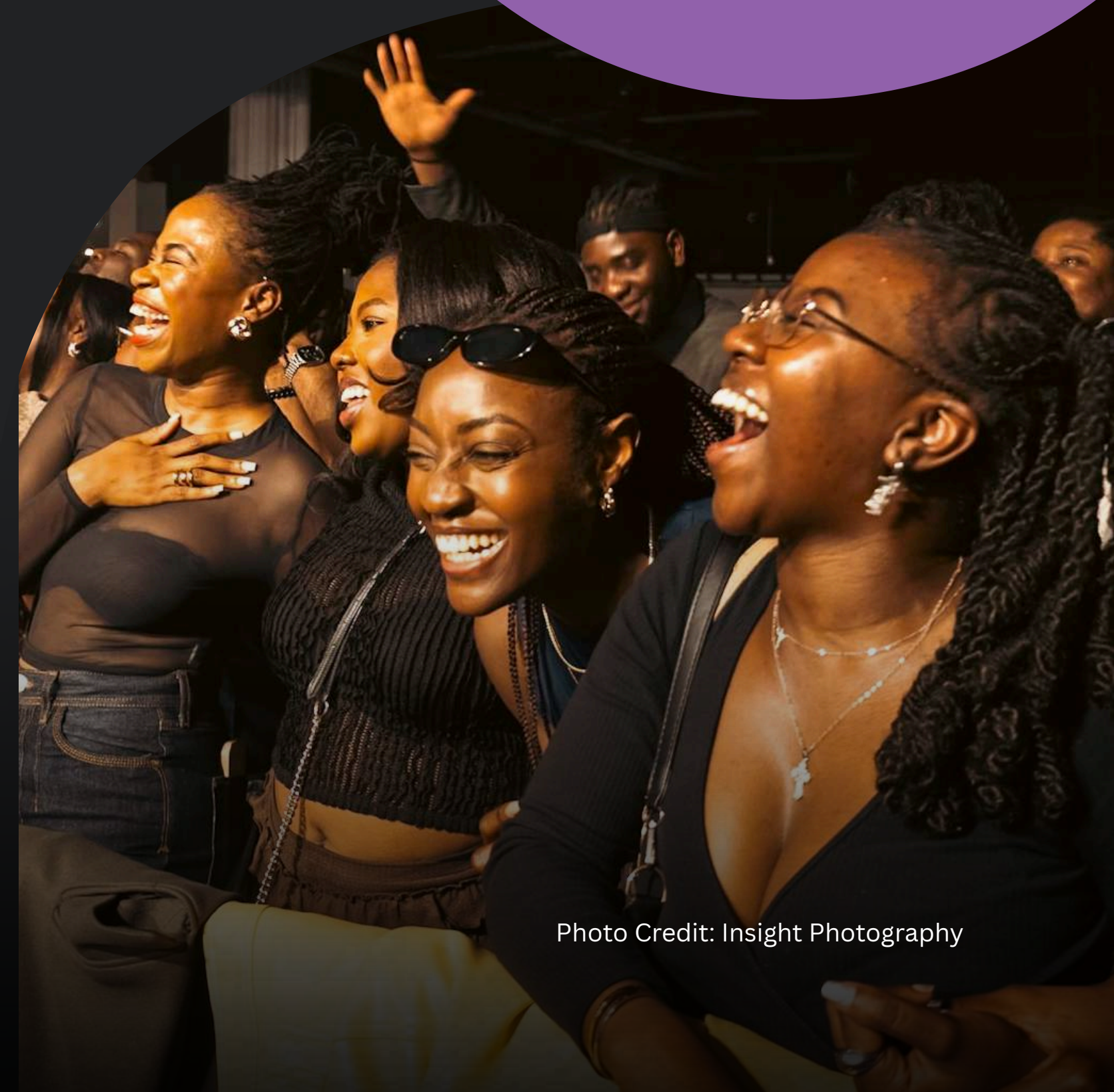


Photo Credit: Insight Photography

ART OF THE POSSIBLE

Photo Credit: Khali Ackford

Art of the Possible invited Bristol artists to explore Jacob Wells Baths during its restoration, testing creative ideas and possibilities for the building's future. Through a series of creative interventions, the pilot is helping shape how the restored space can support future arts activity, participation and community connection.

LOCAL TO GLOBAL

This year Trinity continued developing international cultural relationships through partnerships including Le Rocher de Palmer in Bordeaux and activity connected to Bristol's Twin Cities programme. This work is helping connect local creativity with wider cultural network, creating opportunities for exchange, learning and future collaboration.

WHAT WE'VE LEARNED

The strongest cultural experiences are rooted in local communities while remaining connected to wider conversations. By supporting artists, audiences and communities together, we help create a vibrant and inclusive cultural ecology.



Volunteers from Rana's Dhaba, providing free food
to the community during our May Garden Party

Photo Credit: Elliot Hingston



VOLUNTEERS

Volunteers continue to play a vital role in Trinity's work

During 2025/26, 26 volunteers supported activities across programmes, events and community initiatives. From stewarding and event delivery to gardening and community support, volunteers contribute valuable time, skills and energy throughout the year.

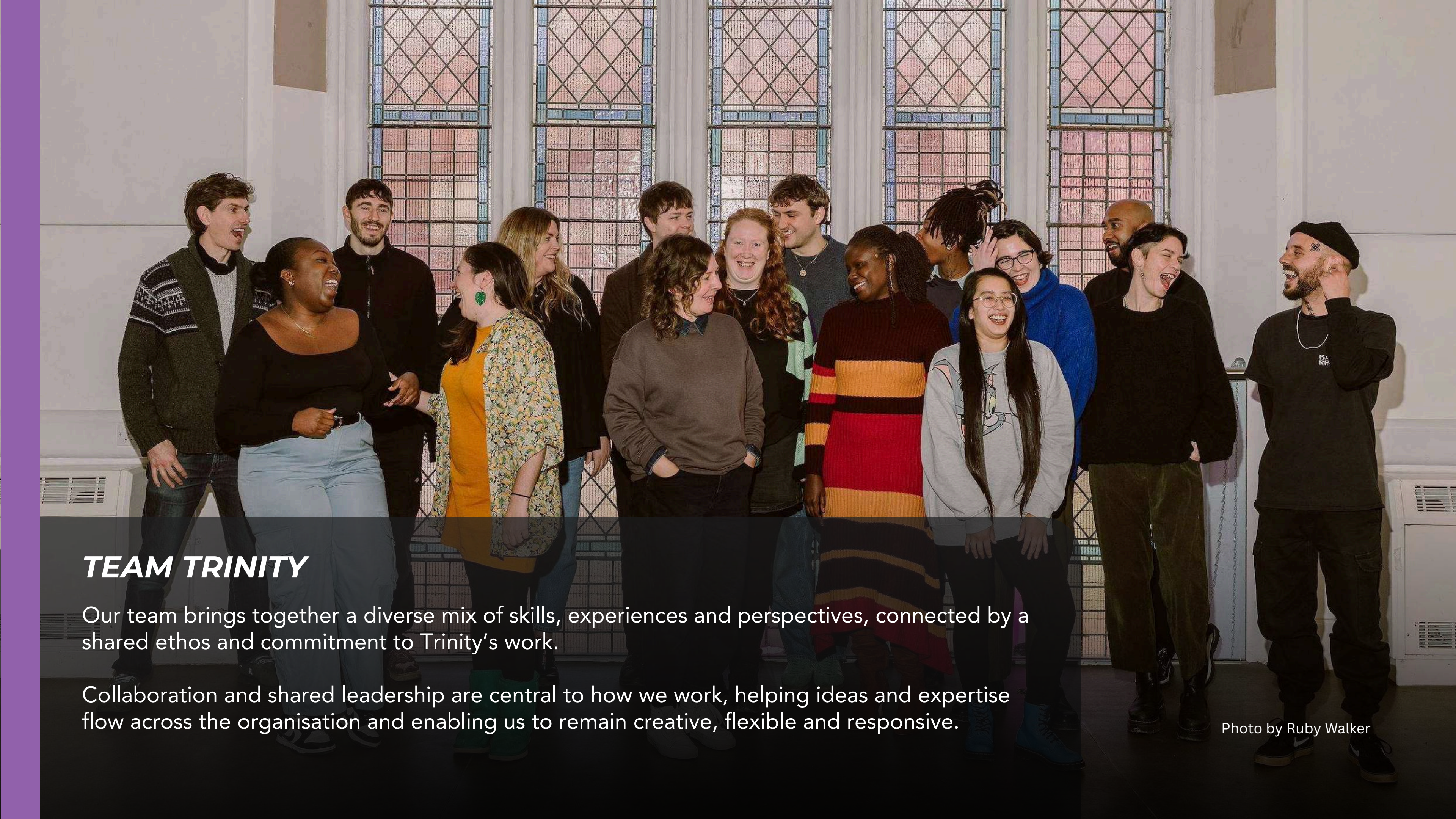
A dedicated group of volunteers also continued caring for Trinity's community garden, helping maintain an important space for reflection, connection and wellbeing.

We would like to thank every volunteer who supported Trinity.



Next:

**TREASURER'S
STATEMENT**



TEAM TRINITY

Our team brings together a diverse mix of skills, experiences and perspectives, connected by a shared ethos and commitment to Trinity's work.

Collaboration and shared leadership are central to how we work, helping ideas and expertise flow across the organisation and enabling us to remain creative, flexible and responsive.

Photo by Ruby Walker



TREASURER'S STATEMENT

This year has continued to present a challenging environment for charities and cultural organisations, with increased competition for funding, rising costs and growing demand for community services. Across Trinity's programmes, venue operations, fundraising activity and trading income, we have worked to balance responding to community need with strengthening our long-term financial resilience.

Alongside these wider pressures, we continue to manage the responsibilities and costs associated with maintaining and investing in a significant heritage building, whilst ensuring our resources remain focused on delivering meaningful cultural and community impact.

During the year, we strengthened our financial systems, reporting and oversight. This included increasing finance capacity, improving reconciliation processes, enhancing reporting mechanisms, appointing a Treasurer, and beginning a wider review of our financial systems and processes to improve efficiency, transparency and accountability.

Income for 2025/26 ended below budget, despite success in securing a diverse mix of restricted and unrestricted funding. Despite these challenges, we achieved and maintained stability across our core operations. In agreement with the Board, we also reviewed our free reserves policy and reduced the target from six months to three months, better reflecting our current financial position and organisational priorities. As at 31 March 2026, free reserves stood at £100,102, equivalent to 29% of the £350,000 reserves target.

Looking ahead, we will continue to strengthen financial resilience through careful planning, income diversification, effective cost management and strong governance. These measures will help ensure Trinity remains a sustainable cultural and community organisation for future generations.

————— *Mark Pooley*

FINANCIAL OVERVIEW

FINANCIAL ACTIVITIES SUMMARY

Income: £2,334,292

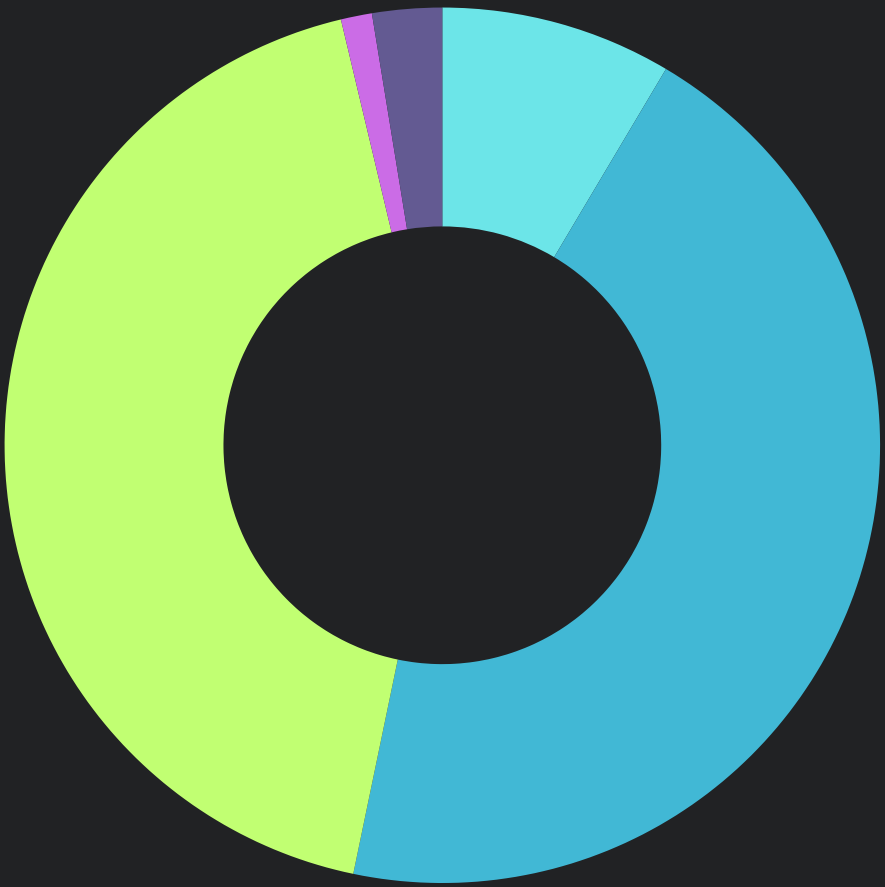
Free reserves: £102,005

Expenditure: £3,418,193

PRINCIPAL SUPPORTERS

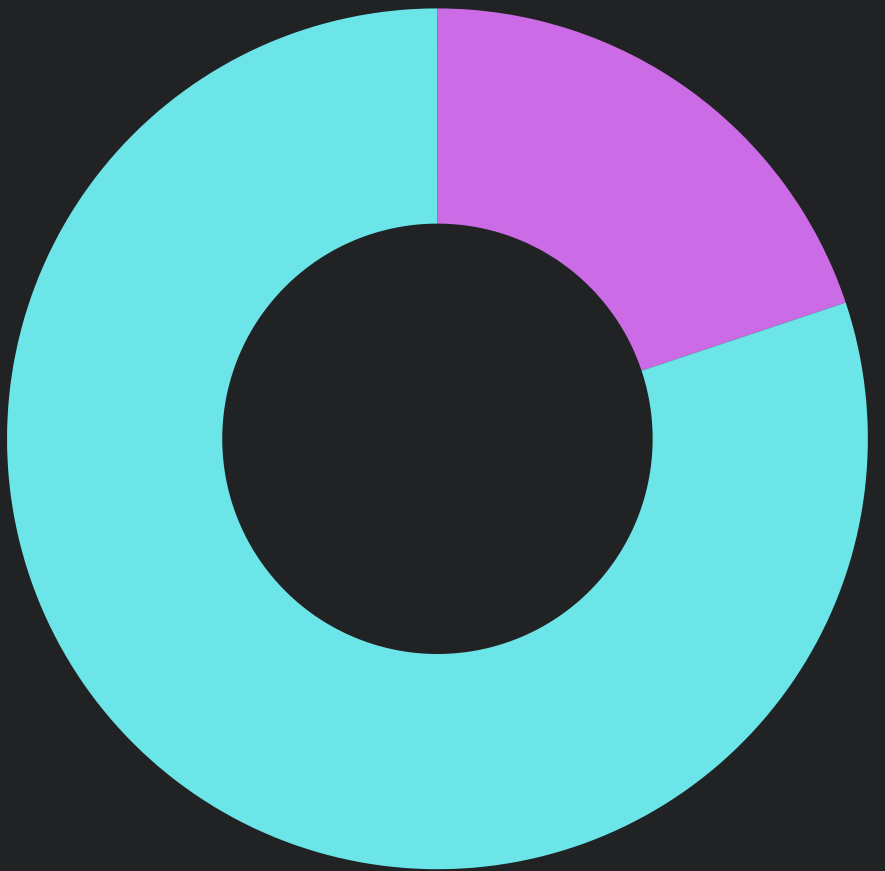
- BBC Children in Need
- Bristol City Council
- Common Ground Award
- Coutts Charitable Foundation
- Fun Palaces (The Albany 2001 Company)
- Future Arts Centres
- Historic England
- John James Foundation
- Million Hours Fund
- National Lottery Heritage Fund
- National Lottery Community Fund
- The Nisbet Trust
- Paul Hamlyn Foundation
- The Pilgrim Trust
- South Gloucestershire and Stroud College
- Strike A Light
- The Architectural Heritage Fund
- The Linbury Trust
- Up Our Street
- West of England Combined Authority

INCOME



- Charitable activities: £1,252,432
- Trading: £1,004,124
- Investment: £26,785
- Other: £50,950

EXPENDITURE



- Charitable activities - delivery: £2,738,896
- Trading activities: £679,298

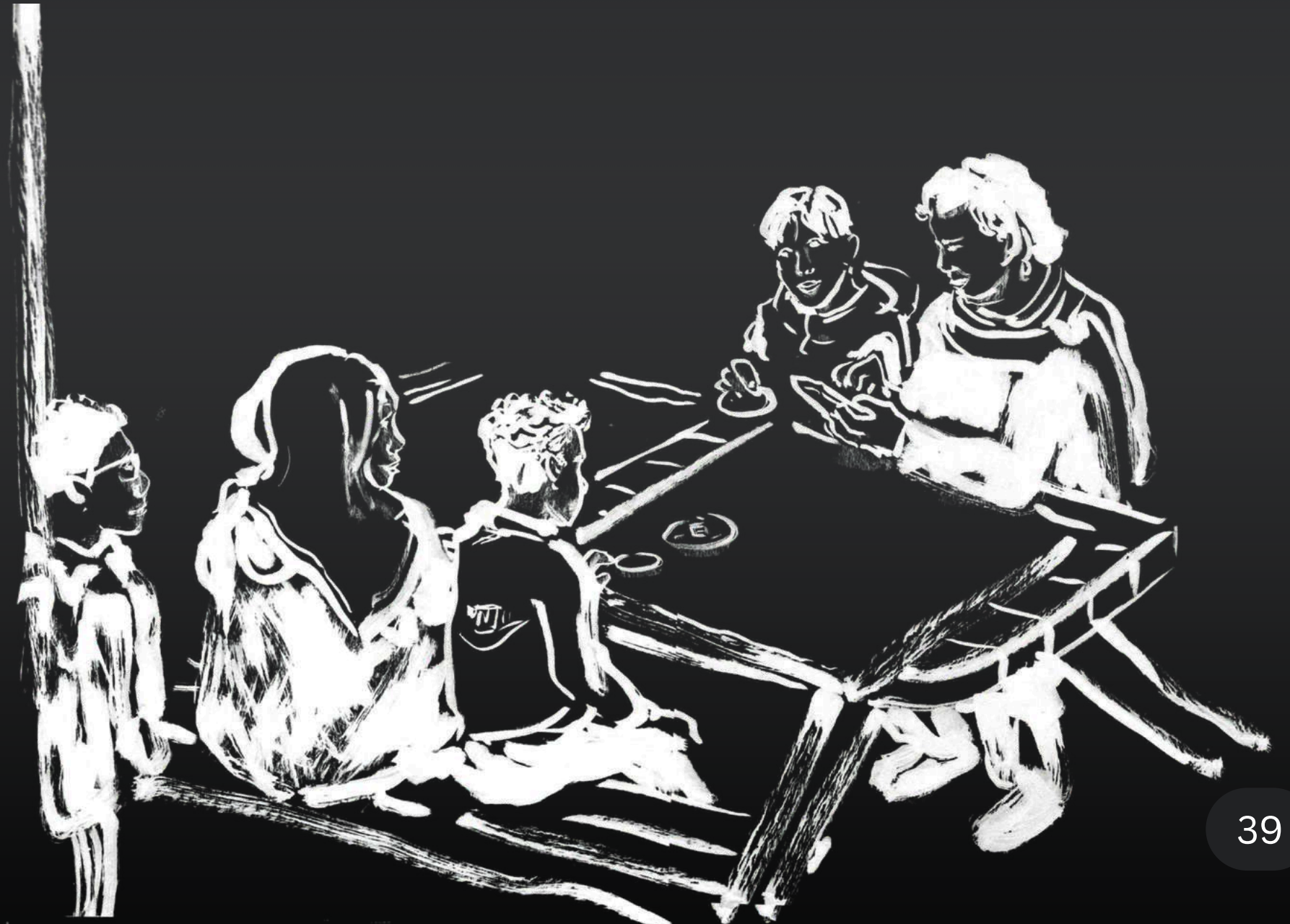
THANK YOU

Everything we achieve is made possible through the support, trust and collaboration of our funders, partners, artists, participants, volunteers, audiences and wider community.

Throughout 2025/26, we worked alongside hundreds of people and organisations who helped create opportunities for participation, creativity, wellbeing, learning and connection across Bristol and beyond.

Whether you've attended an event, participated in a project, volunteered your time, supported our work financially or partnered with us to create change, thank you.

Your support helps make Creative Expression for All possible.



LOOKING AHEAD (2026-2031)

Throughout 2025/26, we have laid the foundations for Trinity's next chapter

Our Transformation Plan sets out how we will strengthen the organisation, deepen participation, build resilience and maximise the impact of our people, programmes and spaces over the next five years.

The plan focuses on four key ambitions:

[Click here to read the full Transformation Plan](#)

MORE THAN 'ONE-NOTE' MONEY

Strengthening commercial and programme income through a balanced mixed-income model that supports our mission and long-term financial sustainability.

MORE SPACE TO MAKE

Creating deeper opportunities for participation, progression and co-designed activity, with clearer pathways into creative engagement, leadership and development.

MORE SPACE TO CHOOSE

Strengthening Trinity's civic role by embedding participatory decision-making and increasing opportunities for communities to influence culture, places and systems.

STRONGER THAN EVER

Building organisational resilience through better systems, workforce development, sustainable infrastructure and improved use of data and learning.
As we look ahead, we remain committed to creating opportunities for participation, creativity and community connection while ensuring Trinity continues to evolve as a resilient, relevant and community-led civic arts organisation



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