Mission Statement: We aspire to be an outward looking, innovative and inclusive centre for the arts, offering a diverse creative experience of the highest quality for our communities.

The rich mix of performing arts, film, live screenings, visual arts and opportunities to participate in the arts makes The Roses one of the most significant cultural venues in the area. We pride ourselves on our broad eclectic programme. Our opportunities to participate range for all ages, cover a huge variety of art forms, and are for all people. We believe that artistic experience can change lives. It provides a space in which we can see, listen, engage and understand. It also gives us the joy of sheer entertainment. Through this experience our lives are immeasurably enriched. We believe that our relationship with audiences and participants starts at the youngest of ages and should be a relationship for life.

The Roses welcomes audiences and participants of all ages across Gloucestershire, Worcestershire Herefordshire and beyond. All the diverse creative experiences that we offer are enjoyed in an atmosphere that is both welcoming and supportive. We are particularly renowned for our friendly and open approach from our staff and volunteers.

We would like to thank the Board, the staff, our army of over a hundred volunteers drawn from the local community, our new Patrons and Benefactors, Silver Friends and Gold Friends, Seat Donors, our business partners and key financial stakeholders – not to mention our audiences and participants, for all their support in the past, the present and the future.

The report provides a picture of the company’s activities in 2013/14 and a glimpse of what we hope to achieve in the coming years. The funding landscape has changed considerably in the last five years with the impact of the recession and the consequent reduction in public spending. With the loss of our own core grants from local authorities, we have risen to this challenge and have been proactive in finding other sources of funding. It has not been easy and the short term nature of much of our new sources of funding means that we have less long term security than we used to. That said, there have also been many other opportunities for The Roses. We have been able to deliver innovative services working with local authorities and health professionals in areas of social care to improve mental health and wellbeing.

In 2013/14 we submitted an application to The Arts Council for funds to kick start our building refurbishment. In 2015 we will be celebrating The Roses 40th birthday with an exciting refurbishment project that will see major investment in The Roses for the first time in its 40 year history. Development is essential if The Roses is to attract new audiences and continue as a thriving arts destination. The Roses is at the hub of the Gloucestershire community and plays a major role as a performance venue and cinema for Gloucestershire and beyond. It is a resource and a focal point in the community and a driver in the local economy. Most importantly it provides a space for all people to come together to see, listen, engage and understand quite simply to enjoy the arts in all their many and varied aspects.

We would like to thank all our supporters, our audiences, funders and in particular the staff of the theatre whose commitment, creativity and dedication has ensured The Roses’ success.

Deborah Rees
Director
Peter Cottingham
Chairman
Performing Arts Programme

At The Roses you can see a diverse and wide ranging programme with an enviable mix of both popular entertainment and innovative contemporary arts. We also try to balance the return of favourite shows whilst recognising new talent and programming emerging artists. Audiences say that they love the wide mix of live shows on offer at The Roses and that there really is something for everyone.

Well known names in the programme included visits from comedians Lee Nelson, Jo Brand, Simon Evans, Phil Jupitus, Josh Widdicombe, Russell Kane, Richard Herring and Jeremy Hardy. Speakers included Giles Brandreth, Blofeld and Baxter and Des O’Connor.


The theatre worked closely throughout the year with Gloucestershire Dance, to establish The Roses as the place for dance in the county. During the year the theatre supported a dance artist in residence – Bridie Doyle from Citrus Dance – who created a new piece of work which was showcased at the theatre’s Dance Day in January 2014. We continued our outstanding programme of performance dance with visits from Ballet Cymru, Russian State Academy, African Cultural Exchange (ACE Dance), Earthfall Dance Company, The Demon Barbers, Russian State Dance Ensemble, Travelling Light Theatre Company in association with Sadlers Wells.

We were delighted to continue to be part of a South West initiative to encourage audiences for contemporary music. Our programme included the Demon Barbers with their folk dance and hip hop extravaganza, and the jazz ensemble Moonlight Saving Time. We also continued our strong folk and acoustic content with a range of folk artists performing in either the cafe bar or on stage, as well as bigger names such as Steeleye Span, Fairport Convention and Feast of Fiddles.

We also continued our range of popular music and light entertainment which audiences enjoy so much ranging from classical to pop and jazz to the muscials.

The Roses also hosted Tewkesbury School and Ribston Hall who performed their annual dance showcases at the theatre to full houses, as well as Tewkesbury School’s annual drama production Bugsy Malone. Tewkesbury Town Band continued with their popular annual performances during the summer and at Christmas.

Visual Arts Programme

The Roses has grown its visual arts programme and exhibited work by The Artdepot – a group of professional artists who are locally based. We also developed a relationship with the Showborough House Affordable Garden Art annual exhibition and were delighted to host a separate arm of this fascinating exhibition at The Roses. We also hosted our own jointly commissioned exhibition from Imogen Harvey-Lewis comprising the 26 letters of the alphabet depicting thoughts and feelings of those people who have experienced domestic abuse. This exhibition was a result of our pioneering programme Your Future working with families affected by domestic violence.

The Roses’ Pantomime

The Roses’ traditional family pantomime is an annual highlight and we were delighted to continue our relationship with writer and director Ben Crocker. This year we asked Ben to write a new production of Jack and the Beanstalk. Ben has directed over 70 professional productions and between 1998 – 2008 was Artistic Director of the Exeter Northcott Theatre. Ben has brought a freshness and new approach whilst retaining all the family elements that are so much part of The Roses’ traditional pantomime.

“The production itself was none other than AMAZING. A talented cast performing a well written and produced show. Music, acting and dancing were all woven together beautifully and had our family smiling from ear to ear the whole time!” VICKI WHITLOCK

Work Experience, Placements, Mentoring And Training

The Roses offers a number of opportunities for people to learn about different aspects of working in the theatre. Opportunities are offered right across the departments and last year we were delighted to have offered the following:

The Technical Department offered its second formal apprenticeship leading to a qualification in Technical Theatre. Rebecca Arthur started her apprenticeship with us in 2013. We are working with Creative Alliance based in Birmingham, who accredited the work and structured the programme.

The Marketing Department continued its successful internship programme and also hosted two university students as they completed assignments using field based research. In addition, the department took on a Marketing and Sales Apprentice for the first time. This post offered the successful applicant the opportunity to work in both the Marketing and Sales departments, gaining experience in both whilst working towards professional qualifications.

The Take Part Department offered year long placements to two young people not in education, employment or training. After their placement, both young people obtained places at further education to start degree courses.

Take Part continued to run the young programmers’ group, training a group of young people in programming arts events. A number of events were held throughout the year including open mike evenings and a two day music festival event.

We also offered a number of work placements for young people still at school and the Director assisted Tewkesbury School with practice interviews for young people.

In total The Roses hosted 189 live performances or screenings, which attracted an audience of 42,383 people, an increase of 7% on last year.
2013 – 2014 was another year of continued growth and opportunity for the Take Part Department.

Projects during the year included:
- Your Future – a county wide arts project working with families affected by domestic violence funded by Gloucestershire County Council (running for its second year)
- A wide range of arts workshops for children, families and adults
- An arts and health project for adults with mental health issues
- Five youth theatres, and the annual production of a show
- Four weekly dance groups, for primary school ages, secondary school ages and young adults
- Pantomime workshops for schools attending the annual pantomime
- T Fest – a young people’s music festival
- YOccupy – a group of young programmers who programmed a range of music and film events
- Future Film Makers – working with 30 young people to make 4 short films

In total we had 335 film screenings for total admissions of 28,974, giving a mean audience size of 86 and yielding a total box office of £167,539, up £8,389 on 2012-13.

The theatre’s arts participation work expanded during this year with the award of another Reaching Communities Big Lottery grant, a three year award of £288,949. As well as funding the costs of educational and participatory activity, the grant also contributed towards the general overheads of the theatre. The Take Part department delivers an ever growing range of youth, outreach, education and community projects. These include five weekly youth theatre groups, five weekly dance groups, arts workshops in every school holiday, programmes for schools and a range of work targeted to disadvantaged and disaffected young people.

The Roses has developed a distinct brand of innovative work in communities and works with statutory and non statutory organisations to deliver social agendas, such as reductions in school exclusions, healthier communities, a reduction in crime amongst teenagers and increases in wellbeing for those affected by mental health issues. We regard the Take Part work as every bit as important as the programme on stage.

We have particularly focussed on work with families affected by domestic abuse and over the last two years have led on a county wide project Your Future working with arts organisations across Gloucestershire. We were successful in securing a second year’s grant from Gloucestershire County Council for £173,760 to run this project. We have also started a pioneering project working with perpetrators of domestic abuse.

In 2013-2014 we were delighted to be able to develop our Take Part work with the support of a new three year grant from the Big Lottery Reaching Communities (running until 2016), a grant from Gloucestershire County Council and the support of a number of trusts.

We also introduced a new post of Community Builder, funded by the Barnwood Trust, Fair Shares and The Roses. Based at The Roses, the Community Builder works throughout Tewkesbury to develop and strengthen community links.

One of the most recent projects involved establishing knitting stations throughout Tewkesbury with the aim of encouraging people to come together to learn to knit. The outcome was a 400 metre knitted beanstalk which grew daily through the foyer and cafe bar during our pantomime Jack And The Beanstalk!

Last year we delivered 9,402 participant sessions.

This year we programmed 149 different film titles, plus 27 alternative content events. 95 of these were categorised by the BFI as “specialised”, with titles from countries as diverse as Chile, Russia and Japan and languages including Romanian, Indonesian and Tamil.

In July and August, we were successful in raising funds from Creative England for a film and literature project in partnership with Tewkesbury Library. Words in Widescreen comprised 10 events in the library’s Elmbury room, including interactive lectures, book signings, Q&A’s & workshops. Highlights included the first public screening of John Moore’s Tewkesbury set Brensham People since it was first shown by the BBC in 1976, Arts critic Prof Sarah Churchwell on The Great Gatsby and an event celebrating the bicentenary of Pride & Prejudice by looking at the many screen adaptations of the novel.

Other Film Forum events this year included controversial true life drama Compliance, the first ever Saudi Arabian feature film, Wadjda, and Richard Linklater’s “Before” trilogy, which we screened in weekly instalments. We also welcomed Bristol based filmmaker Christopher Payne, whose first feature Love Tomorrow rounded off a day of dance related activities.

2013 saw the formation of the BFI South West & West Midlands Hub, a network of cinemas, Festivals and arts organisations committed to developing audiences for film. Roses Film Programmer Patrick Bliss sits on the Strategic Group, which meet regularly to discuss collaborative projects, regional film policy and distribute Lottery funding.

In total we had 335 film screenings for total admissions of 28,974, giving a mean audience size of 86 and yielding a total box office of £167,539, up £8,389 on 2012-13.
The Marketing Department made significant technological advancements during 2013, as well as continuing to deliver an extensive strategy.

**Box Office System**

Using the money received from the Arts Council award Catalyst, we invested in a new Box Office and CRM system. After extensive research we chose PatronBase (a global market leader in ticketing software) for its ability to marry Box Office data with fundraising, a requirement under the terms of the funding. This highly sophisticated system comprises four modules (Box Office, Marketing, Administration and Reporting), which between them allow us to analyse in greater detail than ever before all aspects of a patron’s behaviour, from frequency of booking to donation history. Having this system allows us to know our audience and patrons, and allows us to intelligently tailor all communications cross departmentally.

**Website**

To coincide with the launch of PatronBase, we also commissioned a new website that would work in tandem with the booking system to improve user experience and increase time spent online, with a view to maximising sales. We worked closely with web developers Deckchair to ensure that the website met our criteria as follows:

- Reflect the new brand
- Encourage increased browsing time through the ability to include more content with a sophisticated CMS system, giving greater control over what users see
- Facilitate sharing through the use of social media plugins

**Pricing Review**

We commissioned consultants Baker Richards to analyse our pricing strategy for pantomime, with a view to maximising our income through their evidence-based research. Baker Richards are widely considered to be the foremost authority on pricing and revenue management, and in following their advice we saw a significant increase in income on our 2013 pantomime Jack and The Beanstalk - indeed, the Marketing team beat their sales target by 2.6%, making Jack And The Beanstalk the highest grossing pantomime to date.

**The Year In Numbers**

- **110,233** The number of unique visitors to www.rosestheatre.org
- **770,032** The number of page visits to www.rosestheatre.org
- **162,470...** Number of targeted email communications sent
- **...31%** The percentage who opened them (industry average 17.5%)
- **856** Number of new Twitter followers gained (an increase of 42% over the year)
- **705** Number of new Facebook Likes (an increase of 42% over the year)

As a registered charity The Roses needs to raise or earn over 30% of our income as ticket sales alone do not cover the £1.3million it costs to run The Roses each year.

During a period of an uncertain economic climate it is wonderful to be able to report that, rather than declining, support from individuals, companies and trusts for The Roses remained buoyant. It is the wide range of activities that The Roses undertakes which allows trusts to direct grants towards specific areas of our work, people passionate about theatre to be so generous in their philanthropy, and for companies to find mutually rewarding partnerships that help us achieve our aims.

The theatre has continued to run its Charity Shop on Twykesbury High Street. The charity shop sells a range of second-hand items, including furniture and vintage items with all proceeds supporting the theatre. The venture has been reported on in local and national publications and has been copied by a number of arts organisations in other areas. The shop continued to contribute a profit and over the last year has been well supported and has been a useful window on the High Street for advertising the theatre’s programme. In 2012/13 the shop turned over £25,410 and contributed a profit of £6,823.

Support from the Arts Council of England has been critical to combat the effects of the economic climate and the reduction in Twykesbury Borough Council and Gloucestershire County Council grants. As well as being one of the Arts Council’s National Portfolio Organisations, receiving a grant to deliver the Arts Council’s five goals, the theatre was also in receipt of a ‘Catalyst’ Arts Council grant to support the theatre’s fundraising initiatives. Under the terms of Catalyst any donations or trust income received by the theatre are matched pound for pound by The Arts Council. During this year the theatre received an additional £39,723 through the Catalyst fund.

The generosity of our audiences who support us by becoming members at all levels and by responding to our appeals has been remarkable. Friends’ memberships are becoming ever more popular, with 800 Gold and Silver friends we have a bedrock of support.

2013/14 saw the foundations laid for a capital campaign the following year to refurbish the building. Many of our friends and supporters expressed their enthusiasm for the project in the early stages when we had an appeal for funds to support the planning process. We were overwhelmed by the response as a total of £13,000 was raised.

Local businesses continue to support The Roses and we work with them to tailor a sponsorship package that meets their unique business objectives.

We were delighted to have The Breeze radio Station as our headline sponsor for the pantomime, Jack and the Beanstalk this year. The partnership demonstrated a successful and mutually beneficial sponsorship package with great content for the radio station with interviews with the cast while we encouraged our audience to tune in to the radio station through marketing and social media.

Andorran, our auditors, sponsored our Christmas raffle, an important element of the fundraising calendar, raising over 1,000 during the Christmas period.

Engall Castle Ltd provide year on year support, and this year sponsored the Youth Theatre Production, Wind in the Willows, as well as providing a bursary for young person to attend the youth theatre sessions throughout the year.

Oberthur continue to support The Roses with a substantial donation to support core costs and The Rajshal’s Restaurant sponsor our tickets.

Many thanks to our Business network members, whose support allow us to develop our artistic programme and continue to increase the valuable work we do in the community.
Thanks to our Sponsors...

... and our Business Members:

Thanks to our dedicated team of volunteers:

Board Of Directors 2013/14:
Peter Antill (Treasurer)
Cllr Adele Carter
Peter Cottingham (Chairman)
Elaine Hancox
Patricia Purkiss
Alan Thomas (Deputy Chairman)
Colin Wells

The Roses success story is made possible by the skills and hard work of the deeply committed staff team:

Oli Abbott, Lynda Bennett, Ian Bitchenor, Patrick Bliss, Sarah Blowers, Haleigh Conary, David Cook, Gavin Coulthard, Steve Crickett, Len Fletcher, Shirley Grant, Heather Hass, Christine Henderson, Julie Hill, Kenny Hughes, Greg Hunt, Nicola Johnson, Suzie Latham, Caroline Lawrence, Alison Lord, Kaye Orriss, Rosie Parry, Gordon Perry, Linda Pike, Steven Pike, Deborah Rees, Bethanley Rimmer, Kate Shaw, Liz Ryan Smith, Beckie Smith, Ian Smith, Hayley Trust, Jackie Totterdell, Alison West

Bill Adie, Frances Arrow, Pauline Ashcroft, Gerald Ashbury, Ian Barber, Shirley Barnett, Hilary Barton, Anthony Bolding, Liz Bradley, Patricia Burford, Robin Cam, Marian Cambridge, Margaret Carver, Sandra Cherry, Moira Coates, Adam Collings, Sarah Crockett, Val Croudass, Anna Cummings, Emma Cutmore, Andrea Darby, Christine Devereux, Deborah Dobson, Ruth Dowsett, David Durnell, Jenny Farren, Magolalena Farynska, Mary Fenton, Linda Finch, Sheila Fogden, Sue Freeman, Gillian Gameson, Lorraine Gannon, Susan Gill, Alan Goodall, Gill Goodchild, Gill Green, Rowena Green, Ian Harmer, Jenny Hart, Eileen Hine, Doreen Horsfall, Diana Irwin-Singer, Meg James, Alison Jenkins, Joan Jennings, Bill and Gill Jones, Marian Jones, Mike and Olga Jones, Peter and Margaret Jones, Nicola Joy, Charlie Law, Judith and Bob Leete, Jeremy Lewis, John and Lilly Macintosh, Pauline McCubbin, Carol Minter, Mary Myles, Barrie Nicholas, Hilary Nicholson, Lesley Offer, Lynne Ogden, John and Jean Oliver, Francis Palmer, Katharine Parker, Valerie Parker, Joy Pearson, Pat Perry, Eileen Phillips, Julie Pinder, Sue Poxon, Elaine Prior, Sally Randell, Fay Ricketts, John and Penny Rudd, Megan Russell, Philip Salisbury, Anne Scott, Debbie Scudder, Phil and Hazel Sheehan, Geoff Smith, Julia Spencer, Mary Tanner, Liz Taylor, Jean Thomas, Terry and Rachel Tobin, Roger Tolman, Jean Turner, Mary Utteridge, Alan West, Jo Wilde, Barbara Williams, Jan Wilson
### INCOME

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**Deficit For The Year** 39,152

**Surplus Brought Forward** 32,569

**Surplus Carried Forward** 71,721

**Comprising**

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**71,721**