



LITTLE FISH THEATRE ANNUAL REPORT 2023

**LITTLE FISH
THEATRE**

ORIGINAL. BOLD. COMPELLING.

Little Fish Theatre supports underserved young people through the transformative experience of theatre and community arts. Its work is designed to enable young people to question their aspirations and beliefs, empowering them to develop both their social and personal life skills. Participants are inspired to become cultural consumers or creators, actively shaping a new social and political landscape.



**INVESTORS
IN PEOPLE**

INTRODUCTION

BY DR AMANDA STUART FISHER,
CHAIR OF THE TRUSTEES



This has been a busy and productive year for Little Fish Theatre and is one that has been filled with live touring productions, research and development projects and a number of inspiring and transformative drama-based outreach projects.

Throughout 2022 and 2023, the company has continued to develop its important work with underserved young people, focusing particularly on those who may not ordinarily have access to the arts. Over the last twelve months Little Fish have worked with a range of mainstream and specialist schools, youth clubs, out-of-school projects, pupil referral units and youth offending teams, with young people across London, Kent and Medway.

“We at Harris Garrard Academy would like to thank Little Fish Theatre for all their support over the years and for the fantastic work they do to support young people. They give us strong advice regarding important, current topics. The children always engage positively and enjoy the performances, which have such a good impact and embed the risks and dangers of social issues. We would recommend all schools/educational establishments take up the opportunity of holding these productions within their schools”.

Julie McMahon, Deputy Safeguarding Officer,
Harris Garrard Academy, Thamesmead, Erith





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As a result of a successful new production, Little Fish were able to provide an additional tour of 'To Be Continued', which enabled the company to expand its partnership work, provide numerous career opportunities and effectively enable more young people to enter the theatre industry. Little Fish also continues to support its team of young actors and facilitators who, this year, have been working with a wide range of communities, exploring some of the most complex issues affecting young people's lives today, such as the impact of sexism, misogyny, toxic masculinity, the misuse of power and issues relating to mental health, hate crime, peer pressure and the challenges of the transition from primary to secondary school.

Throughout this busy year, the company has also provided support to young people whose lives have been impacted by the fallout of the pandemic and the ongoing cost of living crisis. The artistic directors have reported on the many ways the post-pandemic context has placed pressure on the communities with which it works, leaving many young people struggling with their mental health and social development. Inflation has also led to further challenges and many families are struggling to meet the rising costs of food, clothing and cultural activities. Little Fish has been committed to ensuring that as many young people as possible have access to the arts and theatre-based career opportunities, despite the challenging social, economic, political and environmental times we are currently in.

During this period the company has also continued to innovate its provision, delivering both touring digital and live productions and facilitating over 220 drama-based workshops to young people in different education and cultural contexts. The company also continues to play a key role in social prescribing initiatives in Bexley, supporting young people with their mental health and their personal relationships.

A highlight of this year was the re-tour of 'To Be Continued', which was funded by Safer Greenwich and developed to support initiatives to end violence against women and empower young people to be allies for one another. In the development of this project, the company successfully re-established local partnerships, as well as developing collaborations with new artists and cultural creators.

Little Fish Theatre's healthy relationship work continues to be very impactful and remains in high demand, forming a core component of the company's outreach programme and supporting many young people who have complex lives with limited access to theatre and the arts.



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This year saw the Embrace Project receive further funding to expand its reach to young men across a range of contexts in Greenwich, enabling these groups to engage in structured activities with expert facilitators from Little Fish and to access a safe space where they can explore complex issues without judgement. During the same period, the company delivered their New Leaf project to groups of young women, providing support to those who have been the victim of sexual crimes and who may otherwise be experiencing social isolation.

All these projects evidence Little Fish's ongoing commitment to supporting under-served young people across London and its surrounding areas, focusing on the needs of those who are most affected by social deprivation and economic hardship.

As we look to the future, the company is busy developing a new touring strategy to expand its expertise to areas outside London, where it will look to collaborate with organizations who have similar core values. We hope that future productions will reach young people in other parts of the country and inspire new conversations with audiences and a wide range of young creatives.

Little Fish would not exist without its valuable network of funders and partners. We want to take this opportunity to extend our deep thanks to those who have supported us over the past twelve months. Without your belief in us, this important work would not be taking place. In particular, Little Fish want to thank: Arts Council England, Global Fund for Children, The National Lottery, Children in Need, Her Centre, Royal Borough of Greenwich, London Borough of Bexley, The Royal Central School of Speech and Drama, Peabody Housing, Charlton Athletic Community Trust and The L&Q Foundation.

We would also like to extend another huge thank-you to our brilliant trustees and the many young people who have participated in our projects and who engage with theatre making with impressive levels of creativity, generosity and courage. Many young people and their teachers have also made important contributions to Little Fish's steering groups, focus interviews and evaluation practices, ensuring that the company can effectively measure its impact and continue to respond to the real needs of the next creative generation, and we are profoundly grateful for this participation. We would also like to thank the incredibly talented hardworking creatives and other staff who continue to work for Little Fish.





On a personal note, I would like to recognize the talent, passion and creativity of the Co-Artistic Directors Suha Al-Khayyat and Alex Cooke. Suha and Alex are an inspiration to work with, their dedication and commitment to the young people with whom they work is unmatched. They were recently invited to share their practice at an international conference organized by Global Fund for Children in Istanbul. This exciting opportunity enabled them to participate in international conversations about young people's needs and rights and is an important marker of esteem. It is very exciting to be part of the Little Fish journey and along with the trustees, I continue to be inspired by the energy and commitment of these two artistic leaders, and the creatives and the young people with whom they work.

Dr Amanda Stuart Fisher
Chair of Trustees
2023





OVER 4,500 YOUNG PEOPLE REACHED

- Over 2,100 young people reached through an issue-based live theatre tour into secondary schools, pupil referral units, theatre spaces and youth clubs across London, Medway and Kent
- Over 940 young people reached through an issue-based digital theatre performance and live digital workshops streamed into classrooms across London, Medway and Kent
- Over 950 young people supported in their transition from primary to secondary school through 54 After School Club sessions and a 10-day Summer Programme
- Over 285 young men at risk of sexually harmful behaviour reached through 15 x 6-week healthy relationship projects
- Over 220 young women reached through 3 x 6-week healthy relationship projects
- 9 Arts Award Bronze achieved in playwriting



“The performance at our Violence Against Women event was so fantastic today. Lots of people were talking about it afterwards. A definite highlight as always. The actors performed so well and the way they spoke passionately about the themes in the play and impact on the young audiences they have reached so far gave me goosebumps.”

Francesca Sewell,
Young Women's IDSVA,
HER Centre



THEORY OF CHANGE

Our Challenge

How to reach all young people through the transformative power of theatre and community arts.

How to enable young people to question their aspirations and beliefs, empowering them to develop both their social and personal life skills.

How to inspire young people to become cultural consumers or creators, actively shaping a new social and political landscape.

How to build progressive partnerships with emerging artists and local communities.

Our Solution

Community Outreach – Multi-arts workshops with engaged and underserved young people exploring relevant issues of social justice, health and wellbeing.

Touring productions – Bold, original, compelling theatre with young emerging artists touring a diverse range of schools, youth venues and small theatre spaces.

Touring outreach – Theatre workshop sessions with inclusive groups of young people developing theatre making and supporting engagement with our touring productions.

Research and training – Ongoing events and resources for young people, parents and carers exploring educational development themes.

Our Outcomes

Short-Term

- Young people enjoy and understand the benefits of taking part in theatre and drama.
- Increased self-esteem and self-confidence.
- Better groupwork, conflict resolution and communication skills.
- Greater reflective and critical thinking opportunities.
- Increased theatre, drama and creative skills.

Medium-Term

- New experiences to support their professional and personal growth.
- Continued engagement with cultural activities.
- Greater emotional intelligence and well-being.
- Theatre and drama are valued as tools for contributing towards social change.

Long-Term (impact)

- Safer and healthier young people.
- New generations of young people enter the creative industries, helping to redefine the cultural landscape.
- Theatre arts become more inclusive to all young people's voices.
- More young people watch theatre and participate in drama opportunities.

Our Core Beliefs

The assumptions that sit behind our theory of change:

- Access to inclusive, creative and empowering theatre arts provision is an entitlement for all young people which enriches their lives.
- There is no universal coming of age narrative that encompasses the experiences of all young people, therefore, the theatre arts must continually engage and reflect each diverse new generation.
- Theatre and drama are positive diversionary activities for young people and effective mechanisms for personal development.
- If professionals / parents / carers get a better understanding of how the theatre arts can support the development of young people, they will support it.
- Young people who regularly enjoy quality theatre arts will consider job opportunities within the creative industries.

COMMUNITY OUTREACH

Southwark 'Learning 4 Life', Bexley BVSC CCG After School Clubs, Greenwich Children in Need After School Clubs and L&Q 'Switch Transitions'

Our talented arts practitioners have been busy working with groups of young people across three London boroughs to promote mindfulness, increase self-esteem and improve confidence, before they transition from primary to secondary school.

A fun, safe space is created in each After School Club using drama, music, dance, art, games and video to explore issues around positive mental health, anti-bullying, peer pressure, the dangers of alcohol and drugs and other challenges faced when moving to secondary school.

These wonderful projects spark creativity, develop skills in the arts and support young people in their personal, social and health education at Key Stage 2.

Southwark Summer Programme video link:

<https://youtu.be/Sr-sEFfbSjo>



“My son still talks about Little Fish, even though he is half way through Year 7 now. This outstanding project bridges the gap between primary and secondary school, providing social and educational activities, which make such a difference to our children’s learning. My son came home and talked to me about the dangers of gaming and social media. He has definitely learnt to take more responsibly for his own safety.”

Parent, Summer programme, Rye Oak Primary School, Southwark



“Through group work, we’ve learnt that communication is important. One of my worries at secondary school is that I might have a weird habit that people will make fun of, so I really liked today when we chose to represent two fears within frozen images. We learnt different ways of working together and that if you include other people’s ideas, it can make the work better. One of my other fears is going from being the biggest to being the smallest, when I leave primary school. I am also worried about cyberbullying and travelling alone to my new school. Little Fish is teaching me to become more independent and I’m getting better at doing everyday tasks on my own.”

Year 6 Student, St Augustine Primary School, Bexley

“I loved learning things through doing fun stuff. I never got bored.”

Year 6 Student,
Jubilee Primary School, Thamesmead

“I felt free to express myself and didn’t always have to get things right.”

Year 6 Student,
Rye Oak Primary School, Southwark



“We were delighted with Little Fish again this year. The children really looked forward to each session and talked about the facilitators during the week. When we discussed bullying during Anti-Bullying week, the students who’d attended Little Fish were very knowledgeable and were eager to share. The children agree they would recommend Little Fish to other children, and we teachers would heartily recommend Little Fish to other schools. Some parents and children who didn’t have the opportunity expressed regret that they missed out! Thank you, and we look forward to next year’s sessions!”

Regan Gambier, Year 6 Teacher,
South Rise Primary, Greenwich



**“Peer pressure is everywhere you look.
I know that I need to try and make good choices to have a happy life.”**

Year 6 Student, St Augustine Primary, Bexley

“Personally, I thought that the project was such a worthwhile resource for our children to take part in. The adults who worked with the children were professional, approachable and the children thought they were great. The hall, and field on occasion, were always filled with laughter and fun. Whenever I walked through the hall, the children were engaged, smiling and involved in worthwhile and polite discussions. The children couldn’t have spoken more highly of it. We would be very interested in running this again at Jubilee were the opportunity ever to arise. I have included one comment from the children as I thought it really summed up their thoughts (apologies for the grammar I wrote it as they said it). ‘It was actually brilliant, I thought it was going to be a bunch of people talking but they spoke to us through games. It was actually fun.’ ”

Matthew Kolseth,
Year 6 Teacher, Jubilee Primary School, Thamesmead

“We have been focussing on our qualities. I made a shield with everything I am good at. This makes me smile.”

Year 6 Student, Willowbank Primary, Greenwich





The Greenwich New Leaf and Peabody Housing projects have supported young women in leading healthy and safe relationships. These programmes prevent sexual violence and exploitation by using drama, role-play and active learning to build self-esteem, develop confidence and practice conflict resolution. The projects continue to work closely with Her Centre who have a dedicated independent sexual and domestic violence advocate (IDSV), providing lasting, meaningful support for the young women at most risk.



“It is so good to have a space where we can talk to each other about quite personal stuff and I like how we don’t use real names and keep it all confidential.”

Year 10 Student,
St Pauls Academy, Greenwich



“Consent is a difficult thing for some people to understand. I thought it was interesting to discuss different ways you can say ‘No’. Practicing how complicated conversations can be using the scripts was fun. I loved the drama.”

Year 9 Student,
Horizons SEND Academy, Bexley



Through the **Embrace** Project, Little Fish has been continuing to support young men in Greenwich and Bexley through early intervention projects, as well as working with smaller groups who are at risk of unhealthy sexual behaviour and exploitation. It has successfully incorporated the basic concepts of 'Motivational Interviewing' into drama activities and group work. The project has benefitted many young men in schools, pupil referral units and youth offending teams across the two boroughs. A resource pack has been launched and training sessions for professionals regularly take place.

“It was wonderful to see how quickly your team established a rapport with our students. I was also pleasantly surprised by some of the mature contributions the students made, particularly around the area of mental health and relationships. These conversations are not easy for our pupils to have with their teachers, but you made it comfortable for them to discuss these things with you.”

Jose Mateus, St Marks Academy, Merton



“In conversations with the students that participated, they all really enjoyed it. I had two students tell me it was the coolest thing they had ever done, and I noticed a distinct maturity in their interactions with myself and other students afterward. They particularly enjoyed the script work and bringing the characters to life through drama.”

Kimberely Ferran, Science and
Careers Teacher,
Garrard Academy, Bexley



The company delivered two major touring productions across the year

'To Be Continued' - A show for Year 9-11's

Showreel of the production - https://youtu.be/j-_Cx3yv5sY

'To Be Continued' examines the pressures to "be a man" and the impact of sexualised behaviour on young women's lives. Through poetry and participatory theatre techniques, the production challenged young people to think critically about the different social groups they mix with and how to make more positive choices to challenge sexism and toxic masculinity.

Researched through drama workshops, residencies and interviews with young men and women, complex stories came to light, which influenced the play's narrative and structure.

Sexism and violence against women continue to be an important issue and this touring production and workshop comes at a time when young people are reaching out for support.

We aim to open up these conversations and empower young people to call out unacceptable behaviour to enable them to feel safe.



"It really defines what happens to some women by men in most parts of the world. The gameshow gave the audience a chance to interact with actors and talk about what an ally is. I think it was important to show what some women go through in the workplace as well."

Year 9 Student, Wrotham School, Medway





Little Fish proudly supported White Ribbon Day, bringing this production to the important conversations around violence against women. **‘To Be Continued’** was featured in The Guardian at an event to commemorate the murder of Sabina Nessa.

<https://www.theguardian.com/society/2022/feb/25/she-was-so-kind-how-sabina-nessa-spurred-move-to-tackle-misogyny>

We thank the young people who shared their personal stories, beliefs and opinions with the company

“The characters were so real. I was pleased that the female characters found a safe way to stand up for themselves. I really like Keira, who’s a passionate person for human rights and a faithful friend. Standing up against sexism is so important, the play showed so many ways of doing it.”

Year 10 Student, Harris Academy Battersea

“The performance was to a high standard, with the actors conveying the emotions in a realistic and serious way. Our students engaged enthusiastically with the production. The Q&A was a highlight as it provided students with the opportunity to reflect on the examples of sexism and misogyny which were apparent in the play. The students asked mature and thoughtful questions which were well-received by the actors, and came away from the production having thoughtful discussions about the play.”

Ernesto Godina, Deputy Head of Easley School, The Halley Academy, Greenwich





“Thank you to Little Fish Theatre for coming to our school and showcasing ‘To Be Continued a brilliant play on gender politics. The play helped our students to explore important topics around gender inequality. Our students were able to spot gender stereotypes, gender bias and gender discrimination with the help of this clever play. They fully engaged with the actors at the end of the play; discussing and critically analysing inequalities in face of discrimination. Students were very grateful for this opportunity.”

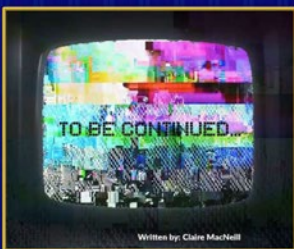
Orkun Ari, Curriculum Leader, Personal Development,
Plumstead Manor School, Greenwich



ST CATHERINE'S
CATHOLIC
SCHOOL

CONTACT

FRIDAY 11TH MARCH 2022

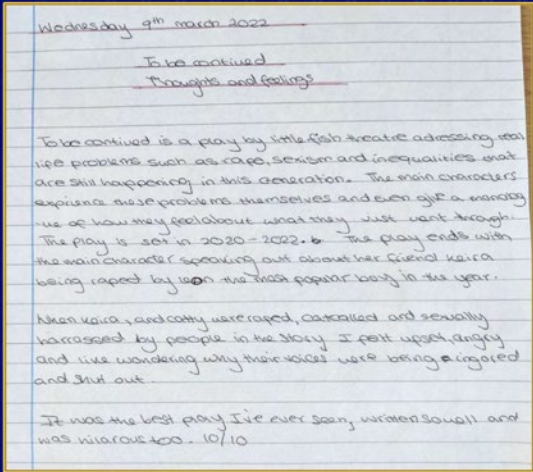


Written by: Claire MacNeill

Little Fish Theatre Company

Year 10 had the opportunity to see this play in school on Tuesday. Little Fish Theatre Company produce thought-provoking works exploring themes of immediate relevance to young people. 'To be Continued...' explores relationships, expectations, stereotypes and responsibilities. This is a conversation which we would ask you to continue at home with your daughters (and sons). Year 9 will see the play this term as well.

Please see some brilliant students reviews below from Chiamaka, Shayna & Kayla in Year 10.



“I just wanted to thank you for your excellent performance today. You captivated the students, so they were engaged throughout the 1hr40mins you had with them, which is not an easy feat! Your performance was powerful and pitched perfectly to their age and stage. The feedback from the students was that they really enjoyed the performance and the fact they had so many questions in the workshop illustrated how thought provoking it was for them. Huge thanks for performing at our school today.”

Jenaya Molloy, PSHE Lead,
Southfields Academy





‘Time and Place’

‘Time and Place’, our multi-narrative primary school production, explores a broad spectrum of issues including mental health, friendships, family relationships, personal safety, peer pressure, smoking, alcohol, bullying, dangers of social media and making the transition to secondary school.

‘Time and Place’ provides additional transition support for Year 6 students who are about to move to secondary school. This year, we streamed our filmed production into over 50 classrooms reaching over 950 young people.



“I liked how we discussed important subjects like thinking twice about big decisions. They gave us really good advice.”

Year 6 Student, Cardwell Primary School, Greenwich

“They told us to tell a trusted adult, staff member or parent when we feel sad. They taught you about avoiding strangers, because they might be doing lots of bad stuff.”

Year 6 Student, Eltham CE Primary School, Greenwich

“Thank you for the workshop last week. It was both entertaining and incredibly powerful - a fantastic way to introduce some serious issues and themes in the classroom. The children were engaged throughout the performance, and it prompted lots of mature questions about the two main characters. It can be difficult to raise these issues in the classroom and the workshop created an incredibly safe and informative environment for this to be done. Thank you again - it was a wonderful experience.”

Sara Bayliss, Year 6 Teacher,
Wingfield Primary School,
Greenwich





THEATRE OUTREACH

Little Fish is committed to supporting and developing the next creative generation.

The company provided new opportunities for young people across Bexley by embarking on its fifth Arts Council Arts Award programme, supporting 9 students at St Catherine's School for Girls in Bexley. Our highly skilled workshop leaders guided the students through writing their first short plays and every student achieved an Arts Award Bronze.

A playreading took place with professional actors, with many students expressing an interest in developing their playwriting skills further.

“Our students have had such a positive experience, they are asking when they can do their Arts Award Silver! The playreading was wonderful. You could see the girls light up as their words were read out by the actors.”

Doreen Cunningham, Assistant Headteacher,
St Catherine's Catholic School, Bexleyheath

“I really enjoyed the free-writing activities. This helped me start writing. I got feedback that my work was original and gripping. I am now going to attempt another play.”

Year 9 Student,
St Catherine's RC School for Girls, Bexley

“It was exciting to hear my play read out loud by so many actors. It helped me make some important changes, particularly adding more details about the stage directions.”

Year 9 Student,
St Catherine's RC School for Girls, Bexley



Professional Training

The core team continue to sustain a strong relationship with higher education institutions including The Royal Central School of Speech and Drama (RCSSD) and The London School of Hygiene and Tropical Medicine (LSHTM). Lectures and seminars include playwriting, commissioning theatre for health promotion, using motivational interviewing within a group setting, funding applications and how drama facilitators can safeguard themselves and others.

The Royal Central School of Speech and Drama

Little Fish continues to support students by hosting residencies. This year, the company supported an M.A. writing student on placement.



“Little Fish opened up my eyes to the world of theatre and health promotion. It was very interesting to see how important health issues can be presented in such a dynamic way.”

M.A. Student, The London School of Hygiene and Tropical Medicine

“Little Fish gave us a very in-depth lecture on fundraising for the arts. This will help me when I start my own company.”

B.A. Applied Theatre Student, The Royal Central School of Speech and Drama



INVOLVING YOUNG PEOPLE



To ensure its work remains relevant and effective, Little Fish places young people at the centre of every project. This essential part of the company's methodology ensures authenticity and supports the next generation of artists to come through. This year, Little Fish has commissioned two new young writers and an assistant director to steer its work and ensure it remains current.

Research sessions, development days and preview performances with young people are vital in creating new work, so we can ensure its relevance and emotional realism. Once on tour, questionnaires, focus group interviews, evaluations forms and social media feedback are used to measure audience impact and inform future projects.

“Little Fish asked us what we would like to see in their next show. We talked about friendships and when you should back someone. They did a survey with us about forgiveness and we all had different answers. We are looking forward to seeing how they will put this into their next show.”

Year 9 Steering Group Student, Newhaven Pupil Referral Unit, Greenwich

Young people are directly involved in the design and development of community and theatre outreach programs. Each session contains agenda-setting and debrief activities. This encourages young people to express any concerns and issues about the subject matter, providing a strong focus to the sessions.

Little Fish has a formal steering group for its projects, bringing together professionals from relevant local community organizations, parents and participating young people. They provide feedback and guidance on the content and structure of the companies outreach work. Our showcases also provide an opportunity for the wider community to access the work and steer it towards the young people who most need it.



FINANCIALS



For the year ended 31st March 2023

Expenditure

Direct Charitable Activity	£170,946
Support Costs and Governance	£12,583
Expenditure Total	£183,529

Income

Trusts and Foundations	£94,664
Statutory	£107,481
Other	£15,355
Income Total	£217,500

PRINCIPAL SUPPORTERS



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





TRUSTEES

Suha Al-Khayyat (Artistic Director), Alex Cooke (Artistic Director), Sheryl Malcolm, Ben Miles, Lucinda Seddon, Cleve Jackson and Dr Amanda Stuart Fisher (Chair)



Suha Al-Khayyat



Alex Cooke



Sheryl Malcolm



Ben Miles



Lucinda Seddon



Cleve Jackson



**Dr Amanda
Stuart Fisher**





VOLUNTEERS

Cara Crosbie, Ruby Campbell, Raqueebah Yusef

CREATIVES

Thank you to all our wonderful creatives

Elle Delaney, Frances Stone, Effie Ansah, Aaron Cadogan, Josh Loki, Rhiannon Barker, Dr Claire MacNeil, Shanika Warren, Francesca Sewell, Pebbles Sam, Anna Chesner, Sue Causton, Bryn Jones, Andrew Sova, Sioned Jones, Ashling O'Shea, Dani Mosely, Darren Carr, Amaarah Rose, Jessica Killick, Leon Wander, Robert Burton Moore, Sophie Carty, Stuart Morris, Tessa Gaukroger, Sam Noble, Eve Bradshaw, Mel Campbell, Matilda Bungard, Jordan John.



LITTLE FISH THEATRE

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x, formerly known as twitter @littlefishtheat
instagram @littlefishtheat

Charity No. 1179172



Little Fish Theatre

Report and Financial Statements

Year Ended 31st March 2023

Company Number: 6600652

Charity Number: 1179172

**Frank S Lachman
16b North End Road
Golders Green
London
NW11 7PH**

**Little Fish Theatre
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2023**

The trustees, who are also directors for the purposes of the Companies Act, have pleasure in presenting their report and the financial statements of charity for the year ending 31st March 2023.

Reference and administrative details

Charity Number 1179172

Company Number 6600652

Principal Office: The Forum @ Greewich, Trafalgar Road, Greenwich SE10 9EQ

Bankers: NatWest Bank plc - 2 Greenwich Church Street, London SE10 9BQ

Examiner Frank Lachman 16B North End Road,London,NW11 7PH

Directors and Trustees

The board of Trustees at 31st March 2023 were:

Alex Cooke
Suha Al-Khayyat
Sheryl Malcolm
Ben Miles
Lucinda Seddon
Amanda Stuart-Fisher
Cleve Jackson

Structure, Governance and Management

Governing document

Little Fish Theatre is a company limited by guarantee governed by its Memorandum and Articles of Association amended on 5th April 2018 in order to apply for Charitable Status. The company was registered as a charity on the 12th July 2018. The company was incorporated on the 22nd May 2008.

Recruitment and Appointment of new Trustees

All trustees are identified and nominated by the existing trustees. The chair of the board of trustees is nominated by the board of trustees. Trustees are invited based on their working expertise and experiences, and their background.

One third of trustees stand down in rotation at The Annual General Meeting and are eligible for re-election unless it is decided that a vacant office will not be filled.

Trustees Induction and training

New trustees are invited to observe meetings, meet the management team, see the company perform and are invited to join the board, following a trustee vote. The company has a trustee code of conduct and job descriptions for the roles of chair and trustee. New board members follow an induction programme assisting them with their understanding of the organisations charitable activities and programmes of work.

**Little Fish Theatre
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2023**

Organisation

The governing body of Little Fish Theatre is the board of trustees

The board meets quarterly and the members annually at the AGM. The board of trustees make major strategic decisions and have responsibility for the business and financial performance of the charity.

The board of trustees support the management team of Artistic Directors Alex Cooke and Suha Al-Khayyat

Risk Management

The management team undertake a robust process of business risk assessment at regular intervals, and report any identified risks to the board of trustees at trustee meetings. The board monitor, review and manage these risks as appropriate. Currently identified main areas of risk are: artistic mentoring, succession planning and finances.

Objectives and activities

The trustees confirm that they have complied with their duty to have due regard to the guidance, as laid out by the Charity Commission, on public benefit when reviewing the charity's aims and objectives, planning future activities and in the exercising of powers.

Little Fish supports underrepresented young people through the transformative power of theatre and community arts. Its work is designed to enable young people to question their aspirations and beliefs, empowering them to develop both their social and personal life skills. Participants are inspired to become cultural consumers or creators, actively shaping a new social & political landscape. As a theatre company and charity, Little Fish is ambitious in building progressive partnerships with emerging artists and local communities to deliver a wide range of applied theatre projects and new touring productions.

Achievements in the year

In 2022/2023 Little Fish Theatre continued to support underserved young people through the transformative power of theatre & community arts. It continued to support young people who have been disproportionately affected by the long-term impact of COVID-19 and the cost-of-living crisis.

Highlights from Little Fish's 2022/2023 programme included:

Outreach Projects:

Healthy Relationships– Drama workshops to engage staff and students in how to support vulnerable young women at risk of grooming for sexual exploitation as well as supporting young men at risk of becoming perpetrators. These programmes are supported by a course of six workshop sessions to support and maintain healthy relationships for vulnerable young people.

- Over 108 workshops delivered
- Over 452 young people reached.

Greenwich and Bexley Year 6 PSHE support for Secondary Transition – Six sessions of after school activity for young people at risk of unsuccessful transition to mainstream secondary school due to self-exclusion or behavioural issues. Additional support is given through a Southwark summer scheme for those young people most in need.

- Over 60 after school club sessions delivered
- Over 225 young people reached.

**Little Fish Theatre
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2023**

Learning for Life Summer Scheme is a two-week programme in Southwark that supports 'at-risk' young people who about to make their transition to secondary school. The company uses music, dance, drama, and art to explore a range of issues relevant to learning new skills, dealing with risks, making friends and coping with change.

- Over 20 activity sessions delivered
- Over 70 young people reached.

Reserves Policy

The charity retains sufficient reserves to fund projects that they have committed to. They also kept sufficient funds in case of shortfall in funding to subsidise projects. As well as their commitment to their work, the charity holds funds that in the event of loss of significant funding they could continue to operate whilst new funders are found or in the event that is not possible to wind down the charity in an organised manner.

As at the 31st March 2023 the company held £283,226 Restricted funds and £177,897 Unrestricted funds.

Going concern

The directors confirm that it is appropriate for these accounts to be prepared on a going concern basis. They also confirm that the company will be able to continue on a solvent basis for at least the 12 months from the date of this report.

Company Law which is also applicable to charitable companies in England and Wales requires the directors, who are also trustees of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the results of the company for that year.

In preparing those financial statements, the directors/trustees are required to:

select suitable accounting policies and then apply them consistently;
observe the methods and principles in the Charities SORP;
make judgements and estimates that are reasonable and prudent; and
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 company will continue in business.

Director's Responsibilities

The directors/trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors we certify that:

so far as we are aware there is no relevant audit information of which the company's examiner is unaware:

as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's examiner are aware of that information.

**Little Fish Theatre
Company Limited by Guarantee
Trustees Annual Report
Year ended 31st March 2023**

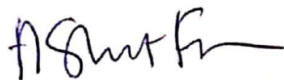
Independent Examiner

A resolution will be proposed at the Annual General Meeting that Frank Lachman be re-appointed as Independent Examiner to the charity for the ensuring year.

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 (FRS 102) (effective 1 January 2019).

By order of the directors

Amanda Stuart-Fisher

A handwritten signature in blue ink, appearing to read 'A Stuart-Fisher', written over a horizontal line.

11th May 2023

Independent Examiner's Report on the Accounts

On accounts for the year ended 31st March 2023 set out on pages 6 to 12.

Respective responsibilities of trustees and examiner

The charity's trustees consider that an audit is not required for this year under the Charities Act 2011 (the Act) and that an independent examination is needed.

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination being a qualified member of the Institute of Chartered Accountants In England and Wales.

It is my responsibility to:

- examine the accounts (under section 145 of the Act, as amended),
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the Act), and
- to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the accounts.

Independent examiner's statement

In connection with my examination, no matter has come to my attention to indicate that:

- accounting records have not been kept in accordance with section 386 of the Companies Act 2006;
- the accounts do not accord with such records:
- where accounts are prepared on an accruals basis, whether they fail to comply with relevant accounting requirements under section 396 of the Companies Act 2006, or are not consistent with the Charities SORP (FRS102)
- any matter which the examiner believes should be drawn to the attention of the reader to gain a proper understanding of the accounts.

Frank S Lachman
Chartered Accountant
Independent Examiner



16b North End Road
London NW11 7PH

11th May 2023

Little Fish Theatre
Company Limited by Guarantee
Statement of Financial Activity
For the Year Ended 31st March 2023

		Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	Note				
Income from					
Donations and Legacies	2	35,435	181,534	216,969	232,880
Investment income		531	-	531	23
Total income		<u>35,966</u>	<u>181,534</u>	<u>217,500</u>	<u>232,903</u>
Expenditure on					
Charitable activity costs	5	29,587	153,942	183,529	242,253
Total expenditure		<u>29,587</u>	<u>153,942</u>	<u>183,529</u>	<u>242,253</u>
Net income/expenditure		6,379	27,592	33,971	(9,350)
Reconciliation of funds					
Total funds brought forward		171,518	255,634	427,152	436,502
Transfers			-	-	-
Total funds carried forward	9	<u>177,897</u>	<u>283,226</u>	<u>461,123</u>	<u>427,152</u>

The statement of Financial Activities includes all gains and losses recognised in the year

All income and expenditure derive from continuing activities.

**Little Fish Theatre
Company Limited by Guarantee
Balance Sheet
For the Year Ended 31st March 2023**

	Note	2023	2022
Fixed assets	6	3,000	4,500
Current assets			
Debtors	7	16,911	10,034
Cash at bank and in hand		583,806	518,982
Total current assets		<u>600,717</u>	<u>529,016</u>
Current liabilities			
Creditors - amounts falling due within one year	8	142,594	106,364
Total current liabilities		<u>142,594</u>	<u>106,364</u>
Net current assets		458,123	422,652
Net assets		<u><u>461,123</u></u>	<u><u>427,152</u></u>
The funds of the charity	9		
Unrestricted		177,897	171,518
Restricted		283,226	255,634
Total charity funds		<u><u>461,123</u></u>	<u><u>427,152</u></u>

For the year ended 31 March 2023 the company was entitled to exemption under section 477(2) of the Companies Act 2006.

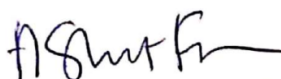
No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for:

- i. ensuring the company keeps accounting records which comply with section 386; and
- ii. preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss for the financial year in accordance with the section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime, and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved by the directors on 11th May 2023, and signed on their behalf by Amanda Stuart-Fisher



Amanda Stuart-Fisher

1 Accounting Policies

(i) 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 (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Little Fish Theatre meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(ii) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income from grants, whether capital or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants has been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

(iii) Expenditure

All expenditure is accounted for on an accruals basis. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. It is probable that settlement will be required and the amount of the obligation can be measured reliably.

Costs are allocated to a category either because such costs are directly incurred in relation to such category, or because they are support costs in respect of which an apportionment has been made between the categories.

Support costs consist of infrastructure costs for salaries, premises, office administration. Such costs are apportioned on a reasonable and consistent basis to the various categories with a view to determining, as accurately as possible, the total resources expended for each category. The basis of apportionment used is either a function of staff time applied to a given activity, or an estimate of the proportion of costs associated with the same, or a combination of both.

Direct and Support costs are separately shown by natural classification in Note 5 to these accounts for each category of cost.

(iv) Taxation

The company as a registered charity (number 1179172) is exempt from taxation on most investment income insofar as it is applied for charitable purposes. The company is also exempt from taxation on capital gains.

(v) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(vi) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(vii) Fixed assets

Depreciation is provided at the following rates:

Motor vehicle	20% straight line basis
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2 Donations and Legacies

	Restricted Funds	Unrestricted Funds	2023	Restricted Funds	Unrestricted Funds	2022
Grants and donations						
Big Lottery Fund	4,400	-	4,400	-	-	-
Children in Need	10,650	-	10,650	9,900	-	9,900
Concorde Music Group	-	-	-	1,750	-	1,750
Esmee Fairbairn	52,500	-	52,500	-	-	-
Awards for All	9,520	-	9,520	-	-	-
Arts Council	35,806	-	35,806	43,613	-	43,613
Bexley Council	-	1,984	1,984	-	6,300	6,300
Royal Borough of Greenwich	-	31,901	31,901	-	32,200	32,200
Her Centre	18,300	-	18,300	56,604	-	56,604
Global Fund for Children	33,347	-	33,347	23,514	-	23,514
Peabody Trust	7,600	-	7,600	-	-	-
L & G Placemakers	12,425	-	12,425	9,940	-	9,940
Groundworks	-	-	-	-	416	416
BVSC	-	14,000	14,000	-	11,667	11,667
Job Retention Scheme	-	-	-	-	12,031	12,031
Southwark Council	-	21,096	21,096	-	-	-
Sundry	-	1,355	1,355	-	617	617
Deferred grants brought forward	67,486	29,488	96,974	91,814	29,488	121,302
Deferred grants carried forward	(70,500)	(64,389)	(134,889)	(67,486)	(29,488)	(96,974)
	<u>181,534</u>	<u>35,435</u>	<u>216,969</u>	<u>169,649</u>	<u>63,231</u>	<u>232,880</u>

3 Net incoming Resources

Net (outgoing)/incoming resources are stated after charging:

	2023	2022
Examiner's fee	<u>3,465</u>	<u>3,300</u>

4 Employees

	2023	2022
Wages	68,330	66,773
Social security costs	2,284	2,672
Pension contributions	1,675	1,575
Freelance fees	68,015	120,321
	<u>140,304</u>	<u>191,341</u>

	No.	No.
Management	2	2
Freelance	<u>31</u>	<u>47</u>
	<u>33</u>	<u>49</u>

No employee earned more than £60,000 during the year (2022 Nil) .

5 Charitable activity costs

	Support and Governance costs Unrestricted	Charitable Activity Costs Restricted	Charitable Activity Costs Unrestricted	Total 2023
Salaries and freelance fees	7,229	116,071	17,004	140,304
Props and costumes	-	115	-	115
Venue and rehearsal space	-	2,488	-	2,488
Set design	-	7	-	7
Temporary staff and recruitment	-	70	-	70
Motor, travel and subsistence	-	7,462	-	7,462
Rent and utilities	-	10,397	-	10,397
Telephone	-	3,009	-	3,009
Overheads, consultancy and sundry	208	7,621	-	7,829
Research and training	-	2,884	-	2,884
Bank charges	181	-	-	181
Insurance	-	3,818	-	3,818
Examiner's fee	3,465	-	-	3,465
Depreciation	1,500	-	-	1,500
Total 2023	12,583	153,942	17,004	183,529

	Support and Governance costs Unrestricted	Charitable Activity Costs Restricted	Charitable Activity Costs Unrestricted	Total 2022
Salaries and freelance fees	7,100	155,841	28,400	191,341
Props and costumes	-	1,272	-	1,272
Venue and rehearsal space	-	7,078	-	7,078
Production costs	-	2,669	-	2,669
Set design	-	5,964	-	5,964
Temporary staff and recruitment	-	407	-	407
Motor, travel and subsistence	-	8,934	-	8,934
Rent and utilities	-	6,700	-	6,700
Telephone	-	1,148	-	1,148
Overheads, consultancy and sundry	-	7,418	-	7,418
Research and training	-	1,867	-	1,867
Bank charges	239	-	-	239
Insurance	-	2,416	-	2,416
Examiner's fee	3,300	-	-	3,300
Depreciation	1,500	-	-	1,500
Total 2022	12,139	201,714	28,400	242,253

6 Fixed assets

Motor Van

As at 31.3.2022 and 31.3.2023	7,500
Depreciation As at 31.3.2022	3,000
Depreciation charge for the year	1,500
As at 31.3.2023	4,500
Net book value 31.3.2023	3,000
31.3.2022	4,500

7 Debtors

2023 2022

Prepayments and accrued income	16,150	9,275
Other debtors	761	759
	16,911	10,034

8 Creditors - Amounts falling due within one year

	2023	2022
Deferred grants	134,889	96,974
Social Security and other Taxation	-	2,100
Other creditors	4,240	3,990
Accruals	3,465	3,300
	<u>142,594</u>	<u>106,364</u>

9 Reconciliation of Movement in Funds

	Balance at 31 March 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
Restricted Funds	255,634	181,534	153,942	-	283,226
Unrestricted Funds	171,518	35,966	29,587		177,897
	<u>427,152</u>	<u>217,500</u>	<u>183,529</u>	<u>-</u>	<u>461,123</u>

10 Analysis of Net Assets between Funds

	Fixed Assets	Net Current Assets	Total 2023	Total 2022
Restricted Funds	-	283,226	283,226	255,634
Unrestricted Funds:	3,000	114,897	117,897	111,518
Designated Funds	-	60,000	60,000	60,000
	<u>3,000</u>	<u>458,123</u>	<u>461,123</u>	<u>427,152</u>

Designated funds are to cover the costs of a fundraisers salary for two years.

11 Trustees

During the year the Trustees received the following remuneration. These were authorised by the Charity Commission and the other Trustees

	2023			2022		
	Salary	Pension Payments	Freelance	Salary	Pension Payments	Freelance
A Cooke	40,231	1020	-	38,635	959	-
S Al-Khayyat	28,098	655	10,310	26,983	616	13,474

Other payments were made to Trustees as reimbursement for expenses

Ben Miles	137
Cleve Jackson	65
A Cooke	1,670
S Al-Khayyat	3,946

12 Project expenditure

	Children in Need
Grant received	<u>10,650</u>
Expenditure	
Salaries and freelance fees	10,650
	<u>10,650</u>