

Trustees' Annual Report

For period: 01/04/24 - 31/03/25

Charity name: We Are Hera
Also known as: Hera
Registered charity: 1201218
Address: 61 Cromwell Road,
Whitstable,
Kent.
CT5 1NN

The Trustees

- | | |
|---------------------|--|
| 1. Allison Rosser | Appointed 05/12/22 (for 4 years), appointed Chair 07/04/25 |
| 2. Gweneth Ann Rand | Reappointed 07/04/25 (for 3 years) |
| 3. Eliza Thompson | Reappointed 18/12/25 (for 3 years) |
| 4. Jane Ryan | Appointed 18/12/25 (for 3 years) |

Staff

Toria Banks, Producer & Joint Artistic Director
Linda Hirst, Joint Artistic Director

Structure, Governance and Management

Type of governing document: Constitution

Charity constituted as: CIO (Charitable Incorporated Organisation)

Trustee selection:

Apart from the first charity trustees, every trustee must be appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees. In selecting individuals for appointment as charity trustees, the charity trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

Governance issues:

In line with the plans set out in the last report, the charity has appointed a Chair (Allison Rosser), to lead on the expansion of the board and on Safeguarding. A new trustee, Jane Ryan, was appointed in December 2025, and there are plans to expand the board further in 2026.

Objects and Activities

We Are Hera's charitable objects are:

To educate the public in general in the dramatic arts, particularly the art forms of music and theatre, to further the development of public appreciation and taste in the said arts, and to foster and encourage an understanding of and an interest in all of the arts and skills of theatre.

The charity's policy is to achieve these objects by presenting inclusive opera and music theatre by women and gender minority artists, online and on tour. In this way:

- The public are educated about the work of women and gender minority artists in the art forms of opera, music and theatre, both past and present.
- Public appreciation and taste, understanding and interest are developed and extended to include new forms and possibilities in opera, music and theatre.
- Members of the public are included within the experience of the art forms of opera, music and theatre who may face barriers to inclusion, or who may not otherwise be engaged by them.

During the period of this report, the charity delivered the following projects:

- R&D workshop and scratch performance of a new opera for Twitch, entitled 'Mostly Human' at Canterbury Christ Church University in July 2024, in partnership with the University of Michigan State. This tested the dramatic, musical and technological ideas developed in 2023 by Toria and collaborators including US composer Professor Alexis Bacon. Our partners were keen to draw on the depth of UK singing talent able to approach contemporary work with confidence.

In addition to these complete projects:

- We looked for ways to bring the project to production, particularly in the light of the US General Election in 2024, which has led us to shelve plans for work in the USA. We made contact with the Space for advice and support which has led to possible UK partnership opportunities.
- We continued to develop partnerships, including confirming a second co-production with Dunedin Consort and Mahogany Opera (In the Belly of the Beast, 2026) and beginning discussions around a multi-year strategic partnership with Opera UpClose.

The trustees have complied with the duty to have regard to the Charity Commission's public benefit guidance when exercising powers or duties to which the guidance is relevant.

Achievements and Performance

There has been less activity in 2024-25 than in the previous period, but Hera's work continues to be successful on our own terms: bold, political, high quality. We continue to create a space for work which is alternative, not fringe.

The R&D of Mostly Human served as a successful proof of concept, theatrically, musically and technologically, and the project remains live. The R&D process was positive and collaborative, allowing us to put our values around non-hierarchical working into practice.

Recognising that the creation cycle for opera can be quite long, the charity has retained forward momentum by building projects that will come to fruition in 2026 and beyond.

Financial Review

Policy on reserves:

The charity has not yet been able to establish reserves, which means it is unable to commit to more than the bare minimum in ongoing organisational costs. Currently it runs entirely on a project to project basis. It is currently able to respond to any reduction in income by reducing activity and expenditure.

Unfortunately, the funding environment remains difficult, and we have yet to secure funding for core costs which will support ongoing overheads (including staff costs). This remains a key goal, at which point it will also become desirable to establish a reserves policy in order to make this sustainable.

Deficit: The charity is not in deficit, and has no funds that are in deficit.

Further financial information, including principal sources of funding:

Although the accounts show an operating deficit for the year, this is the result of work taking place in 2024-5 for which funding was received in 2023-4: with grant funding from Michigan State University supporting the R&D process in July 2024. Other income received in 2024-5 includes a grant (from the Hinrichsen Foundation) in support of On an Endless Road (a project completed in 2023-24) and earned income from the 'On an Endless Road' tour.

Accounts:

Income in this period has been below the threshold at which an Independent Examination of the accounts is required. The trustees are satisfied that the accounts are accurate, and are happy to proceed without external scrutiny.

Declaration

The trustees declare that they have approved the trustees' report above:

Signature: 

Full Names: Allison Rosser

Position: Chair

Date: 29/1/2026



CHARITY COMMISSION
FOR ENGLAND AND WALES

We Are Hera CIO

1201218

Receipts and payments accounts

For the period from 01/04/2024

To

31/03/2025

CC16a

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
Grant Income	655	2,000	-	2,655	24,242
Earned Income from charitable activities	2,846	-	-	2,846	8,575
Donations	12	-	-	12	777
Sub total(Gross income for AR)	3,513	2,000	-	5,513	33,594
A2 Asset and investment sales, (see table).					
Cashflow loan (interest free)	-	-	-	0	500
	-	-	-	-	-
Sub total	-	-	-	-	500
Total receipts	3,513	2,000	-	5,513	34,094
A3 Payments					
Out of Her Mouth	-	750	-	750	11,002
On an Endless Road	-	3,601	-	3,601	3,770
Twitch Opera	-	9,046	-	9,046	-
Other Projects	-	-	-	-	5,939
Artist Grants	-	-	-	-	2,500
Other administration and overheads	975	-	-	975	435
Sub total	975	13,397	-	14,372	23,646
A4 Asset and investment purchases, (see table)					
Cashflow loan repayment	-	-	-	-	500
	-	-	-	-	-
Sub total	-	-	-	-	500
Total payments	975	13,397	-	14,372	24,146
Net of receipts/(payments)	2,538	(11,397)	-	(8,859)	9,948
A5 Transfers between funds	(4,427)	4,427	-	-	-
A6 Cash funds last year end	2,978	6,970	-	9,948	-
Cash funds this year end	1,089	0	-	1,089	9,948

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds	Restricted funds	Endowment funds
		to nearest £	to nearest £	to nearest £
B1 Cash funds	Cash in bank account	1,089	0	-
	Total cash funds	1,089	0	-
	balances with receipts and payments account(s))	OK	OK	OK
	Details	Unrestricted funds	Restricted funds	Endowment funds
		to nearest £	to nearest £	to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
	Details	Fund to which asset bel	Cost (optional)	rrrent value (optional)
B3 Investment assets			-	-
			-	-
			-	-

			-	-
			-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
	Details	to which liability r	nount due (option:	/hen due (optional)
B5 Liabilities				
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
		Allison Rosser	29/1/2026	