



Kendal Community Theatre

Trustees Annual Report to Members 2015/16

Prepared by

Sue Buckingham

Chairman

4th November 2016



Kendal Community Theatre

Registered Charity Number 1156585

Reports for Annual General Meeting 2015/16

Address: Castle Street Community Centre, Castle Street, Kendal LA9 7AD

Report for the year 1/10/15 to 30/9/16

Trustees

Name	Role	Dates acting from/to
Sue Buckingham	Chairman	27/11/14 to present
Chris Taylor	Artistic Director	8/4/14 to present
Bill Thomson	Treasurer	5/11/14 to present
Janet Warriner	Secretary	5/11/14 to present
Joan Wilson	General Trustee	8/4/14 to present
John Train	General Trustee	8/4/14 to present
Sue Gilchrist	General Trustee	18/11/15 to present
Elizabeth Ford	General Trustee	18/11/15 to present
Richard Sutton	General Trustee	18/11/15 to present

Structures, governance and management

Kendal Community Theatre is a Charitable Incorporated Organisation (CIO) governed in line with its constitution agreed by the Charity Commission on 8th April 2014. Trustees are elected by the membership as set out in its constitution.

Kendal Community Theatre has an agreed Framework for Decision Making developed and agreed by the Trustees which sets out the governance arrangements. As well as the statutory officers Kendal Community Theatre has individual trustees who have special responsibility to ensure that effective process are in place in relation to Safeguarding, Data Protection and Health and Safety. It has policies covering the Safeguarding of Vulnerable Adults, and Children and Health and Safety.

The Framework for Decision making sets out a decision making structure that includes a Management Committee – responsible to the Trustees - for the day to day running of the organisation and Production Teams – responsible to the Management Committee - responsible to the running of individual productions. The Management Committee meets at least bi monthly. Production Teams meet as often as necessary during the production period, often 3 weekly.

The Trustees have met 4 times in the year to consider the strategic issues facing Kendal Community Theatre. They have also reviewed the workings of the organisation to ensure that sound governance processes are being followed, that any major risks are identified and sound plans put in place to mitigate these risks.

Objectives and activities

Kendal Community Theatre's objects as stated in its constitution approved by the Charity Commission are to, **"To advance the education of the public in the performing arts by establishing and operating a community theatre company in Kendal and its surrounding areas"**.

A number of key goals underpin these overarching objectives.

These are to:

- Be an all age theatre company producing work, for and by, the community.
- Be fully inclusive – anybody regardless of skills, ability or background can take part; this extends to diversity of ethnicity, religion, sexual orientation, vulnerability, and, mental and physical ability.
- Encourage community cohesion and social inclusion through the medium of the arts; helping to build relationships between community groups.
- Provide work experience and/or opportunities to those at social disadvantage
- Foster the provision of training and guidance for community groups and individuals by local professional arts organisations.
- Strengthen links between community/amateur groups and professional arts organisations.
- Develop relationships and structures that enable future creative community projects to happen which complement existing professional and amateur events in the area.
- Raise awareness of areas of common interest, support and development between individuals and local organisations.
- Support local businesses through development and provision of events that attracts people to the area; encouraging partnerships to support the supply technical equipment, materials, printing and expertise.

Achievements and performance

Chairman's Report

This has been a momentous year for Kendal Community Theatre. It is only five years since the first seed was planted in the minds of people that Kendal could have a Community Theatre and less than 3 years since Kendal Community Theatre became a registered charity. What progress has been made in this time? Two Passion Plays, Lady Anne Clifford; a woman cast out; Oh, What a Lovely War and this year our biggest production, Kendal Yarns Festival of New Plays.

This would not have been possible without the huge contribution made by so many people to make it happen: an army of actors, production managers and organisers, set and prop designers and managers, administrators, publicity people, stewards, finance and H&S people, and fund raisers to name but a few of the tasks undertaken. A quick calculation shows that people gave about 10,000 hours of their time from the beginning of March, to make Kendal Yarns a success. If we had paid them the minimum wage it would have cost us £72,000. More importantly they gave their

enthusiasm, commitment and expertise – that cannot have a monetary value put on it. It is irreplaceable.

I would like to make special mention of a few of these people; people who have been fundamental to the success of Kendal Community Theatre and who are now stepping down from their roles at this Annual General Meeting.

The first is Chris Taylor, our Artistic Director. Kendal Community Theatre has been his baby. He has nurtured it through its early childhood and started to see it grow into teenager with huge potential. Now is the time for Kendal Community Theatre to step out from the safety and security provided by Chris; to develop into the fully grown adult it can be. It will require commitment by all of us. To carry on the vision that he championed – Theatre for All. His contribution has been fundamental to the success of Kendal Community Theatre. We could not have done it without him. I know though that he will continue make a contribution to the further development of KCT in a different way, and keep a watchful eye on us. Thank you Chris.

Secondly I would like to thank Bill Thomson, our Treasurer for the last two years. His work since our inception as a charity has ensured that we have a sound financial base together with the systems needed to ensure that the money is used effectively. It has been an enormous task, especially during the last year. Kendal Yarns was a very complex project financially with money, and bills, coming from many different sources. Bill has dealt with this professionally and with a enthusiasm to ensure the best outcomes Kendal Community Theatre. Thank you Bill.

There are other people who also deserve special thanks this year.

Claire Hensman, Lord-Lieutenant of Cumbria agreed to be a Patron for Kendal Yarns. She gave us huge support; attending launches and performances as well as providing advice. We are so grateful that she was able to commit such a lot of time to us. She has now agreed to be a Patron for Kendal Community Theatre itself. This is wonderful news. We are delighted. Thank you so much.

Another person is Anne Banks, the production manager for Kendal Yarns. She worked unstintingly to ensure the success of the production; knitting the various strands of the work of the production team into a cohesive whole. We are truly indented to her. Thank you Anne.

Caroline Moir also deserves special mention. She worked tirelessly to ensure the success of the writing strand of the production. Without her contribution we would not have had very successful writing workshops for people of all ages and abilities across the community. She, and her fellow professional playwrights, engendered such enthusiasm in people to write plays that she started something that will endure into the future. Put bluntly without her, and the writers, we would not have had 58 new scripts for plays; the scripts that made Kendal Yarns such a success. Thank you Caroline.

The other great success of Kendal Yarns was our partnerships with other organisations. South Lakes Housing, the Brewery Arts Centre, Kendal library, Castle Street Community Centre, Kendal Civic Society, the Museum of Lakeland Life and Industry and BBC Radio Cumbria each made a huge contribution. South Lakes Housing, one of our major partners, worked with us to enable us to run writing workshops for groups of people who may not previously had access to this kind of activity. The Yarns in Yards project run by Brewery Arts Centre working with artists, volunteers, partner

organisations, schools and community groups resulted in some really memorable textile installations in the yards of Kendal. Who can forget the strings of fabric sausages hung in the New Shambles or the cow outside Booths? Thank you to all our partners.

Finally we move to the reports from the Artistic Director and the Treasurer but before we do that I would like to share with you the report produced by Caroline Moir about the writing strand of Kendal Yarns. She says,

“Kendal Yarns playwriting festival was from the outset non-competitive – every play would be produced. Consequently it was not thought of simply as an opportunity for writers to see their plays ‘on stage’ (whether that stage was a room in a pub, a yard in Kendal or a platform in the Town Hall) but also a chance for the writer to learn about their craft from interaction with actors, directors and other writers.

The initial feedback from the autumn and spring public workshops was for the most part very positive (one or two writers felt a little intimidated by discussing their work in a group) and all bar one attendee submitted a play (the one who had come to the workshop to learn to write reports).

Our target in order to make the Festival work was 30 plays, though we realised we could do it with 20. This was not the reason that we adopted the policy of supporting the writers by email, but this support, and workshops conducted in schools and with community groups, became instrumental in creating cohesion amongst the writers who agreed to have an open group email and were happy to communicate via it.

In the end we had 58 plays from writers of all ages – seven to seventeen and seventy, and all abilities. The sheer size of the Festival enhanced the festival atmosphere, developing the ensemble of the actors and their directors and I think making the writers feel less exposed and more confident. Certainly their feedback, very positive as a whole, is overwhelmingly supportive of the notion that this was a truly community and inclusive event.

The writing strand leader has maintained contact with the playwrights since the end of the festival and has asked them to let her know of their theatrical writing achievements so they can be publicised on KCT Facebook and the website. A number of playwrights are having new plays performed in Barrow and Keswick this autumn, while Radio Cumbria will broadcast three of the festival plays in the early 2017 and Staveley Roundhouse is performing six plays as the Best of the Fest in spring 2017. What has become apparent is that the inclusive and non-competitive nature of the festival has been nurturing and has stimulated the desire to continue to write and the actual act of writing.”

Artistic Director’s Report

Unqualified success is a term I contemplate using with some hesitation over any large artistic venture. But... the response of all those involved in Kendal Yarns Festival suggests it may not be excessively hubristic so to describe it. Kendal Community Theatre should be justifiably proud of its achievement in the conception, planning and execution of such a bold, risky and inclusive project.

The initial planning group produced a foundational strategy which enabled the subsequent work to be securely underpinned by sound philosophical and methodological thinking. This applied

particularly to fund-raising as KCT was able to demonstrate a clear management structure. This and the long time-frame the plan envisaged allowed for any last-minute panics to be focussed on theatrical rather than financial issues.

The Festival would not have been possible without the recruitment of self-employed administrator, professional and amateur directors and intern stage-managers, all of whom unstintingly gave much more time and skill to the project than they were paid for. The directing team were generous in their work with writers and actors. All who have responded make similar points that they have been encouraged to do more and delighted to see their work progress from page to stage. Allied to this were the audience responses – on the quality of both writing and acting. The success of the Festival week thoroughly vindicated KCT's policy of inclusion at all levels, and was due to the very high level of mutual support between directors, writers, actors and, by no means least, the first-class stage-management and stewarding teams.

The support from across Kendal was equally generous. KCT was fortunate in having just enough rehearsal spaces, some with no charge, others at favourable rates. *Pro bono* quality colour copying from Open Door Properties and Castle Street Centre, plus additional free printing from SLDC augmented our own commissioned flyers and programmes. This enabled the blanket publicity to be on a greater scale than first planned and included county-wide distribution by A-Ha Marketing. 12 copies of 58 scripts (average 15 pages = 10000+ copies) were donated to the Festival. Churches, charities and businesses willingly offered performance spaces and were consistently cheerful and courteous in hosting plays. Consequently audiences felt welcomed, increasing the Festival 'buzz' which grew and was commented on by a number of people outside KCT over the Festival. As ever, the Town Hall staff were exemplary in their support giving KCT a congenial base through the week and making the Gala Day the success it proved to be.

Production management was very well handled with sufficiently regular meetings. Delegated authority, in principle along the lines of the 'Mind Map', was moderately effective but hampered by a paucity of team members from the general KCT membership. Financial planning and fund-raising were conducted with great efficiency and the inevitable lively debate which accompanies all major artistic projects which rely on charitable or civic subsidy. The appointment of a local, and highly committed, administrator was an essential factor in the smooth running and execution of the Festival. The logistical organisation from planning venues and timings to the deployment of stewards and support staff were faultless models of good practice.

Weaknesses in planning were few. The Festival relied on a number of partnerships for its success and there were issues over planning and publicising some of the Writers' and Actors' workshops, leading to cancellation or low attendance. There were some heated exchanges over festival publicity and the (perceived) status of other partners. Committees and planning structures, often inimical to artists, are centrally important in creating such a Festival and it may be that, although inclusive, Kendal Yarns needed a single final authority – agreed to in advance by all parties.

In practical terms, the weakest area was recruitment of actors. This was due less to sterling efforts by the administrator and sub-group than a shortage of willing people. Another 10-15 actors in the 20-40 year age-group would have added even more to the Festival. There is an issue here over perceptions and preconceptions among non-professional actors and theatre people. Kendal Yarns did not offer 'safe' or 'familiar' theatre forms – nor did it ever suggest it would – and for some this

more dangerous form of theatre remains threatening. For the 90+/- who participated, however, the feedback suggests that the new and challenging demands of taking on several parts simultaneously proved exciting. Audiences too admired the actors' flexibility along with their skills.

Publicity remains a difficult area. The paper publicity and word-of-mouth campaign was highly effective and audiences through the Festival week exceeded expectations. Radio Cumbria's support was invaluable. KCT needs to develop its presence on social media. It may also consider using, and paying, a publicist in the event of another project on the scale of Kendal Yarns.

Kendal Yarns Festival was bold, extraordinarily creative and successful beyond all of our expectations. Artistic quality was consistently good. KCT maintained its principle of inclusivity, and the outcomes were better as a result. It was especially pleasing to be part of a Festival of such quality, which was wholly by and for Kendal. The organisation was supremely efficient (300+ performances described by several as 'seamless') while remaining calm and under-stated. Actors working from Braille scripts. Reversing a stage and audience seating in minutes to cope with disability. The unexpected popularity of Masterclasses. Audiences walking around Kendal with smiles and programmes. Supermarket trolleys trundling from Westmorland Shopping Centre to 8 venues across town. It was a first-class event.

There have been requests for another Kendal Yarns Festival. In principle, KCT has learned enough to mount a similar project. Two provisos apply. The realistic monetary value of the time and expertise of the whole management team should be factored into the planning for any future Festival. It would add a very large amount to the production costs. KCT is a voluntary organisation and to continue work on the scale of Kendal Yarns it would need to consider becoming a professional company with paid staff. In the meantime KCT would be wise to continue to present further exciting, challenging and high quality theatre by and for Kendal, on a manageable scale with available personnel and resources. The enjoyment for participants and audience alone, notwithstanding the standards, are sufficient evidence for the value of KCT's work.

Chris Taylor

August 2016

Financial review

Honorary Treasurer's Report

I would like to thank all those who had contributed 'in kind' over the year. These contributions make a huge difference to what a group such as KCT can undertake. The membership year will run from AGM to AGM. Although suggestions of amounts have been made, the money paid for membership is a donation, not a fee. This is in line with KCT's policy of inclusion and also means donations can be gift aided. People on the e-mailing list have received forms by email.

The accounts are attached to this report as Attachment A.

It should be noted that:

1. The basic cost of running this organisation for a year is just over £500. This is mainly Insurance, administration and rental of meeting space. Fundraising for planned events is hard enough, we should be able to cover basic costs from memberships. Last year memberships raised £800.
2. We still also badly need to rent our own space for storing costumes and props. We need something about the size of a double garage, dry and ventilated. We can assume that we will have to pay rental on such a space. This will cost.
3. The view of the Trustees is that we need to hold about £5000 to support future events. Even if the budget for the event expects to cover cost, the costs will always start coming in before the income to cover it, so we need to be able to cover them. We also need to be prepared for a loss on the next event.

Kendal Yarns Account 2014/16

Income		Notes	Expense		Notes
Fundraising			Phase 1		
Coffee Morning	438.40		Postage, copying etc	302.32	
Swimathon	216.00		Graphic Design	606.00	
Bag packing	236.99		Printing	913.00	
Collection	87.55		Preparatory Meetings/Launch	207.92	
Total	978.94		Media Publicity	696.80	
In Kind			Fund Raising Costs	91.00	
Kendal Library Workshops	300.00		Total	2817.04	
Kendal Library Performance	100.00		Workshop		
Printing	2481.50	1	School Tutor Cost (8xhalf days)	1120.00	(A)
Room Hire Discounts	3700.00	2	Public Room Hire (4xhalf days) Library	300.00	
Other	2314.81	3	Public Tutor (7xhalf days)	925.00	
Total	8896.31		Expenses/Subsistence	223.70	
Other Income			Total	2568.70	
Trust/Corporate donations			Phase 2		
Hadfield Trust	2100.00	(A)	Administrator	3936.68	
FrLeda Scott Charitable Trust	3717.00	(B)	Programme Design & Print	2871.96	
Arts Council Grants for Arts	23715.00	(C)	Banners	2478.80	(K)
Kendal Town Council	1500.00	(D)	Base Rental (Romney Room)	553.80	
CCC South Lakes Community Grant	1500.00	(G)	Total	9841.24	
Lupton Tower Trust	600.00	(H)	Performances		
Westmorland Arts Trust	1500.00	(I)	Stage Managers (7)	3717.05	(B) 4
Lakes Leisure	2967.12	(K)	Expenses/Subsistence	1860.00	
CCF Flood Relief Fund	2000.00	(L)	Resident Directors	11400.00	
Total	39599.12		Non-Resident Directors	3900.00	
Collection	701.35		Costumes / Props / Tech	690.87	
Brewery Publicity Contribution	400.00		Rehearsal Space	6400.00	(L) 2000
Workshop Income Schools	300.00		Performance space	1765.00	
Workshop Income Public	417.50		Miscellaneous	892.26	5
Total	1818.85		Media Publicity	667.52	
Gala Performance Income			Printing	2533.50	
FOH Refreshments	494.21		Total	33826.20	
Tickets etc	1732.00		Gala Performance		
Total	2226.21		Venue Hire	550.10	
Total Income			Refreshments	463.73	
53519.43			Ticketing Cost	151.00	
From KCT Funds			Signing	333.00	
	853.73		Staging	565.20	
In 2014/5			Other Costs	21.00	
	2374.54		Total	2084.03	
In 2015/6			Sound / Lighting		
	51144.89		Lighting Rig	3235.95	(D), (I)(£3000)
In 2016/17			Total	3235.95	
	53519.43		Total Expenses		
			54373.16		

Treasurer:



Auditor:

John Wilson
31/11/16

Kendal Community Theatre

Income and Expenditure 1/10/15 to 30/9/16

KCT	Income	Notes	Expense	Notes	Net
	Gift Aid	50.00			
	Gifts	1499.85	Fees	30.00	
	Trust/Corporate Donations	992.88	Insurance	109.06	14
	Membership 2015/16	806.94	Meetings	93.30	
	Miscellaneous	30.00	Miscellaneous	37.40	
	Collection	14.75			
	DVDs	89.00			
	Total	3423.42		269.76	3153.66
Outreach					
	Income		Expense		
			Miscellaneous	330.00	15
	Total	0.00		330.00	-330.00
Kendal Yarns					
	Income	51144.89		50618.27	16
	Total	51144.89		50618.27	526.62
Total for Year					
	Income	54568.31	Expense	51218.03	3350.28
Opening Balance 01/10/15		12995.24			
Gain / (Loss) on Year		3350.28	Cash	-639.38	17
Closing Balance 30/09/16		16345.52	Yorkshire Bank	5452.90	
			Yorkshire Bank #2	11532.00	

Treasurer: *[Signature]*

Audited: *Joan Wilson* 31-10-16

Kendal Community Theatre - Notes for Draft Accounts 2015/16

1. In Kind donations and discounts for printing were from Castle Street Centre, Open Door Properties, and SLDC.
2. Room Hire donations and discounts were from Castle Street Centre, Kendal Library, URC, Salvation Army and Westmorland Shopping Centre.
3. Notional cost of accommodating Stage Managers, and other expenses not claimed.
4. The funds to pay for the Stage Managers came from the Frieda Scott Trust.
5. Insurance for Town Hall banner. DBS Checks et alia.
6. Contribution to Yarns from KCT Funds is £853. But there could be further income of up to £2350 if Arts Council Grants for Arts make the final payment. 2014/15 income & expenditure was included in the Annual accounts last year.
7. 2015/16 income & expenditure is included in this year's accounts.
8. In spite of attempts to complete the account for Yarns in this financial year, some charges have to be carried over to next year.
9. Membership income is up this year and has covered the basic costs of running KCT. The Mydonate website has been a success and will be repeated for 16/17. A claim for Gift Aid on about £2500 is being prepared and could result in further income of £600.
10. A substantial anonymous gift was received via the Mydonate website. This may have been directed at Kendal Yarns, but has been booked to KCT.
11. This donation was conditional on the items purchased being for continued use after the Yarns project, so has been credited to KCT.
12. See 9
13. This money was collected for Passion for Kendal 2015, but they have not yet been produced.
14. Extra insurance needed to cover 14 venues and to increase the value of stock to £10,000. The insurance normal charge of c.£400 has not come through this year yet.
15. £300 cost of the piper for Jacobite Rebellion performance.
16. Summary for 2015/16 from Yarns accounts.

17. Trying to clear the books of Yarns expenses without having uncashed cheques at the end of the year I lent the cash box £639.38. This has now been replenished. And the attempt failed with almost £2500 to be accounted for in 2016/17.
18. Cost already in for 16/17 for Kendal Yarns is £2496.
Income from Gift Aid claim could be £600 already, and £2350 if Arts Council Grants for Arts make the final payment.