

REGISTERED COMPANY NUMBER: 03178207 (England and Wales)
REGISTERED CHARITY NUMBER: 1054763

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 March 2016
for
Burnley Youth Theatre

KM
4/6 Grimshaw St
Burnley
Lancashire
BB11 2AZ

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Burnley Youth Theatre

Reference and Administrative Details
for the Year Ended 31 March 2016

TRUSTEES

Ms K Allen
Mrs C Barnett
Mr S Cook
Mrs C Cosgrove (appointed 15.3.16)
Mr I Galbraith
Ms K Isaacson
Mr P Kenyon
Mrs R Livermore (appointed 19.5.16)
Ms S Martin
Mrs L O'Sullivan (appointed 15.3.16)
Mr A Preston (appointed 19.5.15)
Mrs P Ray
Mr M Shoesmith
Mrs A M Foley (resigned 31.3.16)
Mr A J Walker (resigned 14.10.15)
Mr G A Meskeil (resigned 7.10.15)
Ms E M Hortin (resigned 7.10.15)
Mr S M Smith (resigned 12.5.15)

COMPANY SECRETARY

Mr L f Philbrook

REGISTERED OFFICE

Queens Park Road
BURNLEY
Lancashire
BB10 3LB

REGISTERED COMPANY NUMBER

03178207 (England and Wales)

REGISTERED CHARITY NUMBER

1054763

INDEPENDENT EXAMINER

KM
4/6 Grimshaw St
Burnley
Lancashire
BB11 2AZ

Burnley Youth Theatre

Reference and Administrative Details
for the Year Ended 31 March 2016

BANKERS

Yorkshire Bank
25 Manchester Road
Burnley
Lancashire
BB11 1HX

Unity Trust Bank
Nine Brindley place
Birmingham
B1 2HB

Scottish Widows Bank
PO Box 12757
67 Morrison Street
Edinburgh
EH3 8YJ

Chairman's Report
for the Year Ended 31 March 2016

After a decade of volunteering as a trustee at Burnley Youth Theatre it is time for me to write my final statement for our annual accounts. Other board members and staff have thanked me for my contribution to the running of the organisation but really it is me who should be thanking them for giving me the opportunity all those years ago. I have had the chance to develop a whole new set of skills, I have made some lifelong friends, I have seen young people grow into happy adults who are comfortable with themselves and I have had some great laughs.

I am happy to say that I will still work with Burnley Youth Theatre but in other ways. Increasingly I hear the names of the staff team out in the community and I know that they are expanding their work out into the neighbourhoods in which I work. This is essential work to reach those young people that may not be in a position to travel to Burnley Youth Theatre and I look forward to supporting this development as part of my work role. I will also continue to support community fundraising and I know that there are a wide range of events planned in over the next twelve months. Coming along to our social community fundraising events is actually very good for your wellbeing because you are socialising with other people. Socialising whilst giving to a local charity; what could be more enjoyable?

There are so many young people who have benefitted from the work of Burnley Youth Theatre for more than 40 years. I was one of them. The work of Burnley Youth Theatre is about much more than creative opportunities. It is about the wellbeing of young people. This is such important work and has the power to impact on the economic wellbeing of the borough. Currently business growth in Burnley is above the national average which is excellent news for the town but there is a gap between these businesses and some of the young people of the town. Many do not see themselves as a part of this success. Their aspirations are low and they have low confidence and self-esteem. Burnley Youth Theatre will play a part in changing this sad state of affairs. Their work can make you believe that you can go somewhere and do whatever it is you put your mind to. They can make you feel emotionally strong and help you to become resilient. They can help you to develop essential social skills needed for the workplace. Essentially, young people who take part in the creative opportunities on offer gain the power to help them succeed in life which makes Burnley Youth Theatre an organisation contributing towards the success of the borough.

Once again I want to thank Burnley Youth Theatre for everything you have given to me and wish you all the best for your future successes. Onward and upward.

Alicia Foley, Chair to 31st March 2016.

Burnley Youth Theatre

Report of the Trustees
for the Year Ended 31 March 2016

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2016. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities (the FRSSE) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charity's objects are specifically restricted to the following:

To act as a resource for young people and children living in Lancashire by providing advice and assistance and organising programmes of activity, training and education as a means of:

A) Advancing in life and helping young people and children, improving their health and overall well-being by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals.

B) Advancing education and training in all aspects of arts and culture.

C) Providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of such persons.

Our Vision

All children and young people will access high quality arts and culture.

Our Mission

Creatively inspiring and challenging young people to take their next steps.

Our Values

We provide multiple opportunities for children and young people to access high quality arts and cultural activity through participation, through training, through education, as young artists and as audience members for professional theatre. We open up possibilities for all young people across the performing and other arts, and act as a gateway to the wider cultural sector. We enable children and young people to become independent creative thinkers who will show us where we need to go next.

Our Activities

Burnley Youth Theatre has 5 strands of work - the core programme, education programme, outreach programme, professional theatre programme and the training programme.

Core Programme

This includes all of our in-house youth theatre sessions and productions as well as our BYT@ sessions (our core offer but delivered in the community where children and young people can access it). We also deliver the Arts Award through this strand and have a Youth Board who represent all of the young people who are involved with the organisation.

Education Programme

We deliver a Creative Education offer in local primary, secondary and special schools. This can range from a one off workshop based on a specific topic to a full term of weekly sessions which complement and support the national curriculum. We also have an in-house professional Theatre In Education company Byteback Theatre who create bespoke work for schools and offer a workshop programme to support this. We support schools to deliver the Arts Award and to achieve Arts Mark status.

Outreach Programme

We deliver issue-based work with children and young people in community settings through our outreach programme. This is often project based and engages young people through film, drama, dance, art and music. We work in partnership with key agencies to deliver this work including the police, sexual health team, health service and young carers. Past work has focused on issues such as knife crime, sexual health, extremism, forced marriage and alcohol misuse.

Professional Theatre Programme 'On Tour'

Our venue Burnley Arts Centre is a receiving house for professional touring theatre with a focus on theatre for children, young people and families. The On Tour programme has seen established theatre companies such as Little Angel, The Unicorn and The Royal Exchange bring work to our space and has established us as a family friendly venue offering a diverse programme of work.

Training Programme

OBJECTIVES AND ACTIVITIES

Objectives and aims

Burnley Youth Theatre offers a variety of training opportunities for emerging artists, arts workers and those who are interested in finding out more about the sector. This ranges from volunteer placements, work experience opportunities to paid traineeships, which are often dependent upon external funding. We are passionate about enabling young people aged 15 - 25 to begin and develop a career in the arts with a range of opportunities available.

OBJECTIVES AND ACTIVITIES

Significant activities

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Our Current Activities:

The following is a summary of our current activities

- 40 'core' youth theatre sessions a week - including drama, dance, music and technical theatre and BYT@ sessions taking place where young people are in schools and community settings,
- 10 pieces delivered by children and young people per year 'in-house',
- Byteback Theatre Company - delivering and touring high quality education based shows into local schools,
- A programme of 12 visiting professional shows for children and young people (and their families) per year,
- Creative Education projects with at least 20 schools per year,
- The delivery of the Arts Award to local children and young people including a regular drop in session at our home base,
- 2 major outreach projects per year and 6-8 smaller projects with community groups through our Family and Youth Engagement programmes,
- A training, mentoring and support programme for young artists and arts workers,
- Relationship with local, regional and national theatres,
- Participation work with the Super Slow Way,
- Rep Company tour to Edinburgh Fringe Festival,
- Connections with other youth theatres,
- Partnership work with APPL (Arts Partners Pennine Lancashire) and Arts Lancashire,
- Consortia working such as the Big Imaginations network,
- Digital programme,
- Development of Burnley Arts Centre Programme that supports Burnley Youth Theatre by increasing footfall of a broad and diverse section of the community.

Our Future

OBJECTIVES AND ACTIVITIES

Significant activities

Celebrating Excellence

The organisation has developed and grown so much in the past few years, however Celebrating Excellence still remains one of the top priorities moving forward. Everything we do at Burnley Youth Theatre has excellence embedded into it and we are proud to have a plan which not only celebrates what we have already achieved but looks to better it and push the boundaries further through different strands of work.

Our future aims for Celebrating Excellence are:

- To deliver a challenging, diverse and high quality workshop and production programme offering a range of arts forms for ages 0 - 25,
- To provide an excellent performance programme of theatre (On Tour) and alternative arts (The Big 10) for children, young people and their families, with shows from Nationally and Internationally acclaimed companies such as The Royal Exchange, China Plate and Shakespeare's Globe Theatre,
- To produce and co-produce professional work to tour to arts venues, libraries, children's centres and schools,
- To have an increased profile at local, regional and national level,
- To ensure all work includes high quality planning, monitoring, delivery and evaluation.

Encouraging Participation and Engagement

Burnley Youth Theatre is a leading organisation in participation and engagement and we aim to develop this and increase reach in the coming years. It is at the heart of our values to enable and encourage all children and young people no matter what their background to participate in our activities through our core, education, outreach, performance and training programmes. We have many ways that children and young people can participate and engage including as a participant, audience member, volunteer, trainee, employee and youth board member.

Our future aims for Encouraging Participation and Engagement are:

- To extend the number of workshops / what art forms are offered in both core and education strands encouraging more participation and engagement,
- To develop an outreach strategy which encompasses schools, families, youth engagement and inclusion so that all strands complement and support each other,
- To programme professional theatre in a targeted way so that all members of the community feel it is for them,
- To create touring work for children, young people and families which can reach them where they are in libraries, children's centres and schools,
- To develop a daytime offer for families and adults which responds to the needs of the local community and utilises our spaces to full capacity.

Creating Future Artists

In recent years, we have begun to develop a strategy for supporting emerging artists and we want to use the coming years to formalise this and become a training hub not just for actors but for any young person who wants to develop a career in the arts. We have been fortunate enough to access various training schemes which have allowed us to understand best practice and how we can achieve our vision moving forward. We are finding that ex-participants are returning from university and want to work for us and begin their careers in their home town. We plan to foster this and grow it, partnering with local education providers to make it worthwhile.

Our future aims for Creating Future Artists are:

- To develop an accredited training programme for workshop leaders,
- To be involved in formal training schemes for specific arts industry positions,
- To continue our Creative Volunteers programme for Ages 11 - 18, using Arts Award as a formal accreditation,
- To partner with local education providers to attach accreditation to the training schemes we offer,
- To support local emerging theatre companies and produce work in collaboration with them.

Reflecting Our Community

Burnley is a diverse town and we always strive to ensure that the work we deliver reflects this diversity as well as celebrating it. To us, diversity doesn't just mean cultural heritage, it can mean social class, gender, sexuality, ability and age. We aim to provide activities where our community, no matter what their background or experiences, can work together and be proud of the community they represent. We understand that there are barriers to accessing arts activities for some members of the community and so we take our work out into the community through our education and outreach programmes (Youth and Family) and engage children, young people and families where they are.

OBJECTIVES AND ACTIVITIES

Significant activities

Our future aims for Reflecting Our Community are:

- To deliver a workshop programme that engages children, young people and families from all parts of our local community,
- To develop and increase our BYT@ programme in schools and community settings and extend our participation and reach,
- To deliver a diverse performance programme which reflects our community,
- To create job and volunteer opportunities for all members of our local community, offering specific paid work placements to young people with disabilities, who are considered NEET and from underrepresented communities,
- To programme and produce diverse professional work which reflects and responds to the needs of our community.

Growing Our Venue

The recent development of our second space, The Moira Preston building, in addition to the Burnley Youth Theatre building has enabled us to re-brand our site so it is now known as Burnley Arts Centre, home of Burnley Youth Theatre. We see Burnley Arts Centre as a community venue and also as a hub for excellence for other groups working in the arts or with children and young people. We are ambitious for this site and we want to make more changes, provide more activity and attract more people into our venue, encouraging them to take ownership of it.

Our future aims for Growing Our Venue are:

- The extension of our professional performance programme including On Tour and The Big 10,
- To deliver a programme of daytime activities aimed at adults and families with young children,
- Utilising our spaces to house emerging theatre companies for research and development, training and rehearsals,
- Developing the foyer into a drop in space for the local community,
- To increase the use of the building by other local community groups and businesses.

Resilience and Sustainability

We understand that the landscape of arts funding is changing and we have been preparing for this. We have developed new ways of raising unrestricted funds through community fundraising, which has also encouraged our staff, volunteers and members to re-engage with our charitable status. We will continue this work over the next three years, with a dedicated member of staff leading this work. We will continue to develop our business development strategy, making links with local businesses to ensure sustainable relationships are built which will have a long term impact of business investment in the arts and specifically into our organisation. We will encourage Business Sponsorship, Business Philanthropy and Individual Giving as well as looking at new and innovative approaches to income generation.

Public benefit

The Trustees of Burnley Youth Theatre are aware of the guidance provided by the Charity Commission in regards to providing Public Benefit and believe that the organisation continues to provide high quality arts activities for all young people. The programme of activities are diverse, and our donation scheme ensures that a person's ability to pay is not a barrier to accessing our activities. In addition the continuing development of our outreach and education programmes also ensures that our activities are not limited geographically, and enable our work to compliment other arts activities on offer in Pennine Lancashire. We believe that our work not only impacts on the young people taking part but also on the families and audiences that engage, view and experience the diversity of the organisation's offer.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Core Programme

This year we have developed our core youth theatre offer to include drama, dance, music, technical theatre and Arts Award. We have brought more creativity into sessions for younger children and have seen an increased demand for this work with early years. We have begun drop in sessions which bridge the gap between work in the community and families and young people's first steps into our core activity. This has Creative Families, a popular drop in family session for 0 - 4 and their parents / carers.

Our Youth Board has developed significantly in the last 12 months and we now have a strong group of 10 young people who meet weekly to input into management decisions and to organise fundraising events and trips.

We have developed workshops which address issues for young people who identify as LGBTQ+ and we intend to set up a regular session over the next 12 months.

In-house Productions

Our in-house youth theatre productions have gone from strength to strength this year. We began the year with an immersive promenade devised production The Space which pushed the boundaries of what our young people perceive as theatre.

A Midsummer Night's Dream by William Shakespeare was a visual and musical treat for all ages and our Rep Company's piece Losing Grace played to packed audiences at the world famous Edinburgh Fringe Festival. Our Christmas show Cinderella was a sell out show and engaged over 1500 local school children in a magical re-telling of this well know story. The cast was extremely diverse and was made up of children and young people from a variety of backgrounds and experiences. An Arts Council England Quality Assessment report praised the diversity of this work and the impact the production had had on the participants who were able to flourish and work out who they were in such an inclusive and accepting environment.

Professional Theatre Programme

We have continued to welcome some of the most relevant and innovate touring theatre companies and work into our venue over the past 12 months including Britannia Waves The Rules by The Royal Exchange, We're Stuck by China Plate and Handa's Hen by Little Angel Theatre.

We have been developing new audiences over this period with particular focus on Asian Heritage audiences, Early Years and Teen audiences. The work that our Youth and Family Engagement workers have been doing to support local people to make their first step into our venue has had a real impact on us reaching more local people as audience members - growing our audiences in numbers and in diversity.

Creative Education

Our Creative Education offer has developed and we now have a strong offer for Primary and Secondary Schools as well as Special Schools and PRUs. We have a Creative Education pack which outlines our work with schools including Creative Curriculum based work, after school drama clubs, Arts Award, Arts Mark Supporter, CPD for teachers and TIE productions in their schools. We have developed key partnerships with new schools and delivered exciting projects including an Actor in Role as Queen Elizabeth I with a Burnley high school, World War I Project with Casterton Primary and a Puppetry Day with Brunshaw Primary.

Outreach Programme

With funding for our Family Engagement Worker from Esme Fairburn Foundation and our Youth Engagement Worker from Henry Smith Charity, we have strengthened our outreach programme within our local community. Both workers have been working in community settings offering taster sessions and delivering specific issue based work in order to engage the most hard to reach children, young people and families in creative activity. We have worked in partnership with Participation Works, The Children's Society, Night Safe, Young Carers and many other voluntary and community organisations to extend our reach and begin to support isolated members of the community into attending Burnley Youth Theatre as participants, audience members, volunteers and observers. Taking our engagement work to where people are has helped us to challenge members of local communities, bring them new experiences and build long term relationships.

Training Programme

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Our training programme has gone from strength to strength this year with a variety of training opportunities for young people, emerging artists and emerging practitioners wanting their first experience of applied theatre. We received funding from the Bailey Thomas foundation to give young people with disabilities a 6 month paid work placement. Placements included marketing support, front of house, creative workshop support and arts administration. We have also continued our Trainee Workshop Leader programme, training 3 local practitioners to deliver on our core, education and outreach workshop programmes. All trainees have gone on to work within our freelance artist team. We have developed a volunteer training programme called the Youth Creative Volunteers which allows young people under 18 to support creative workshops and productions whilst working towards gaining an Arts Award accreditation.

Developing Our Venue

We have begun to see a real impact from the outreach work which has led to local communities using our venue as a hub for attending performances, taking part in workshops or just a place to come to hang out. We have ensured that our venue is family friendly with healthy snacks, baby changing facilities and the welcoming of breast feeding. We now run drop in sessions for families and young people including the Creative Families session which is attracting a diverse group of local people who would have not normally have accessed our venue and activities. We still have plans to develop our foyer space and front of house experience.

Projects

We have been fortunate enough to receive restricted funding grants and commissioning opportunities from a wide range of supporters including Arts Council England, Austin & Hope Pilkington Trust, Bailey Thomas Charitable Fund, Burnley Leisure Trust, Burnley, Pendle and Rossendale Council for Voluntary Service, Canal and Rivers Trust, Curious Minds, East Lancashire Clinical Commissioning Group, Equitable Charitable Trust, Esme Fairbairn Foundation, Granada Foundation, the Henry Smith Charity, Lancashire County Council, and the Youth Music Foundation.

Project highlights include:

Mechanics at Home commissioned by Burnley Leisure Trust

We have been delivering project work for the Mechanics at Home programme through work in local schools and community settings. Over the last year we have engaged children from Heasandford Primary, St Mary's Primary and Canalside Community Centre. We have delivered drama sessions to engage them about the history of The Mechanics Institute as well as the history of the town and the sites they are based on. We have made short films, created drama pieces, had an art exhibition and taken the work into local community events and festivals. The aim of the work is community led engagement which reengages the local community with The Mechanics and leaves a legacy of renewed engagement as audience members, visitors and participants.

Catalyst funded by Arts Council England

We came to the end of this 2 year project during 15/16. The Catalyst project was a partnership project between Burnley Youth Theatre, In Situ, Mid Pennine Arts and Horse and Bamboo. The focus was to develop our strategies for fundraising including raising money from Trusts and Foundations, developing relationships with businesses to increase unrestricted income and encouraging philanthropic giving from individual donors. The project also included 5 members of staff completing a Certificate in Fundraising from the Institute of Fundraising, an Action Learning set and hosting two symposiums for the sector to share the learning.

Bridging the Gap funded by Equitable Charitable Trust

This project worked with 3 local special schools to improve the academic attainment, confidence and social development of young people with disabilities through drama. We worked for 12 months with each school, delivering workshops, creating performances and building relationships with young people and school staff. The project had a great impact on the students involved:

"There have been many 'golden moments', when someone has done something little and unexpected - one student did an amazing rap and another delivered an excellent speech for a news report, with a voice we had never heard, the ideas have all been fabulous.....the sessions have been wonderful for our students self-actualization - hearing their own words spoken and seeing themselves perform, which is the best way to develop self-esteem." (Chris Bridges, Teacher, Ridgewood).

Artsmark Supporter funded by Arts Council England

ACHIEVEMENT AND PERFORMANCE

Charitable activities

We received funding from Arts Council England to deliver a pilot project with 3 local schools to determine the level of support needed for schools to gain Artsmark status. We worked with Casterton Primary, Roughlee Primary and Blessed Trinity High School, offering a variety of creative education engagement including curriculum based workshops, CPD for teachers, visits to productions and Arts Award accreditation. The project allowed us to develop strong relationships with schools as well as giving us a better understanding of the new Arts Mark framework in order to support schools in the future.

One, Two, Step funded by East Lancashire Clinical Commissioning Group

This project aimed to reduce obesity in young children through dance and increase their knowledge and understanding of healthy eating through cookery classes with their whole family. We worked with 3 Primary schools and Stoops Youth Centre to deliver this project over 6 months. The impact on the children was massive and they became more interested in exercise and movement alongside being interested in how much sugar was in their food and drink and excited to explore the alternatives.

Mix and Match funded by Austin & Hope Pilkington Trust

Mix and Match music project worked with students from Marsden Heights Community College to explore music making in order to increase educational attainment and reduce anti-social behaviour. Alongside this, the project acted as a cohesion project where young people from lots of different backgrounds came together to create music and learn from each other. The project was a great success and has led to us continuing our relationship with this group through a Youth Music funded project.

"I found the experience the best in my life. The best people are teaching me music and showing me that it comes from my heart and that I feel more confident to speak my words in English" (Kamil, aged 14).

The Impact of our work

Our work has had a great impact over the past year on participants, audience members, staff, trainees, volunteers and board members.

Participants

Through our core, education and outreach programmes, children and young people have gained confidence to perform in public, have made new friends and learnt key skills such as team work, working to a deadline and problem solving. They have also learnt theatre and performance skills such as acting, lighting, sound, theatre make up, film making and writing. Our Youth and Family Engagement Workers have engaged some of the most hard to reach young people and families out in the community and are bringing new experiences to people who have never accessed the arts before through supporting them to engage with Burnley Youth Theatre as a participant, audience member or volunteer.

"It was an absolute pleasure to be able to see my son live his dream, after so many years of having not much confidence, seeing him perform tonight in front of so many people and especially ourselves as a family, was a huge huge step for him and couldn't be any more happier for him" (Parent of Senior Connect participant).

Audience members

We have had a range of performances this year from professional shows aimed at family audiences to magical and engaging youth theatre shows. The success of our work this year has been reflected in the feedback we have received from audience members:

"Truly amazing piece of theatre! Very dramatic constantly enthralled!! It was disciplined and well performed as always with real imagination and commitment." (Audience member, The Dreamcatcher).

"It's fantastic that we have theatre like this on our door step. Any amazing company, a challenging script and a talented cast. We are lucky to have this facility in Burnley" (Audience member, Britannia Waves the Rules).

Staff, trainees, volunteers and board members

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Burnley Youth Theatre is an exciting place to work and we encourage and support young people at the start of their journey into a career in the arts. We offer a range of opportunities to develop local young people (in particular current or ex-participants) encouraging them to volunteer and train with us and get their first bite of working in this sector; funding dependent we are able to give some paid employment opportunities as well as signposting young people onto courses and training programmes. During 2014/15 we regularly hosted school and college work placements as well as giving paid internships to young people in marketing, front of house and drama facilitation through the funding from the Bailey Thomas Foundation. This ethos of development has impacted on our wider staff team, making it more diverse and bringing new skills from emerging arts workers and artists into our workforce.

"Working here has been great because I didn't know that I would ever be able to work. I am doing my CV and this will go on it because I feel confident that I can do other jobs like it" (Joe, Bailey Thomas Work Placement).

"My training at BYT was integral to where I am now. It reignited my confidence that I thought I'd lost and became the catalyst to the workshop leader I have become. My term of training reassured me that I had taken the right path in working in the arts - giving me the skills I needed - but also the reminder as to why I started, seeing the impact it had on young people and seeing them grow." (Amber, Trainee Workshop Leader).

We also have a strong group of youth and adult volunteers who offer their time and talents as board and youth board members, fundraisers, workshop support assistants and maintenance workers. Without them the organisation would not be able to operate and the breadth of offer and experience would be diminished. We work hard to support and value our volunteers, arranging events for them and including them on whole staff training sessions.

Measuring the impact

We measure the success of our work through participant and parent / carer feedback, audience feedback, self assessment, a quality assessment model for performances developed through Big Imaginations and through feedback from partners. We recognise our success from comments and evaluation gathered but also through repeat audiences, regular participants, hard to reach families stepping into the organisation, partners wanting to work with us again and schools continuing to value and demand our work.

Factors affecting future plans

We are very aware that funding from the government and trusts and foundations is getting less and less each year which in turn makes it harder to get restricted funds. We know that a lot of our artistic plans depend on this kind of funding but we will continue to diversify our income to ensure that we remain viable and sustainable as we continue to develop and grow.

Burnley Youth Theatre has also had some significant staff and Board of Trustees changes in the last year including the resignation of our longstanding Chair of the Board of Trustees and the departure of our Executive Director along with recruitment of new arts team members, a Community Fundraiser and Marketing Assistant. For 2016/17 we are moving into a new phase at Burnley Youth Theatre with an exciting and experienced staff team and a Board of Trustees constructed of long standing and new members, and so we believe the future is going to be full of new opportunities. Our new Executive Director, who will begin in July 2016, will lead the Financial strategy of the organisation, increasing opportunities for unrestricted income generation and bringing more stability and resilience to the organisation moving forward. We will continue to be forward thinking and innovative, developing new projects and initiatives which will challenge and excite all our participants, audience members, staff, volunteers and board members.

FINANCIAL REVIEW

Investment policy

The Trustees have chosen to invest free reserves into Charifund Investment Units.

Reserves policy

At the year-end free reserves held, not invested in equipment etc. amounted to £23,182. The Trustees stipulate that the reserves should be at least £30,000 in order that the organisation can continue its activities in the short term, maintaining staff levels and ensuring that overhead costs can be met. The free reserves are primarily held within Charifund Investment Units.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Nature of the Governing Document and constitution of the Charity

Burnley Youth Theatre is a Company Limited by Guarantee and a registered Charity. The company is governed by its Memorandum and Articles of Association dated 28th March 2012.

Recruitment and appointment of new trustees

Trustees are recruited to Burnley Youth Theatre based on skills, experience and knowledge. The board annually assess strengths and weaknesses across the Trustees and proactively recruit to fill known gaps within the board.

Trustees are appointed on an annual basis at the Annual General Meeting. Trustees may appoint a person willing to act as an additional trustee before an Annual General Meeting is held; however, their continuation as a Trustee is ratified at the next Annual General Meeting. As detailed in the Memorandum and Articles of Association, one third of the Trustees retire by rotation. No person under the age of 18 may be appointed as a Trustee.

Organisational structure and decision making

The Board of Trustees administers the charity. The Board of Trustees includes a Chair, Vice-Chair, Finance Director and a Company Secretary. The Company Secretary may be a Trustee or a member of staff. The Board appoints people to these roles on an annual basis.

During 2015/16 the structure of the board changed from meeting quarterly collectively and having a range of committees (Finance; People; Operations; and Marketing, Communications and Fundraising) to meeting together on a monthly basis. This change took place in September 2015 following the resignation of the Executive Director in order to support the Senior Leadership Team during the period of change.

The Artistic Director and Executive Director are appointed by the Board of Trustees to manage the day-to-day operations of the Charity. To facilitate effective operations they have delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and artistic activity.

Induction and training of new trustees

New Trustees receive an induction with the Chair of Trustees and the Senior Leadership Team of Burnley Youth Theatre. They are introduced to the organisation and given information on the current organisational priorities. They are also inducted on their legal obligations as a Charity Trustee and Company Director. As part of their induction Trustees are given a range of useful documents, such as: The Charity Commission's Essential Trustee Report, Burnley Youth Theatre's Business Plan, Artistic Development Plan, Audience Development Plan and the organisation's Equality Action Plan.

All Trustees are encouraged to attend training and keep up to date with changes in relation to their role with Burnley Youth Theatre. Opportunities include engaging with Young Lancashire Trustee training courses, attending Trustee conferences, and attending in-house training sessions.

Related parties

Burnley Youth Theatre receives essential funding from Arts Council England, Burnley Borough Council and Lancashire County Council. However, the Charity is independent of these funding bodies and they do not play a role in the governance of the organisation. They do however advise and support the Board of Trustees when invited.

Risk management

The Trustees have a duty to identify and review the risks to which Burnley Youth Theatre is exposed and to ensure appropriate controls are in place to mitigate those risks. Burnley Youth Theatre conducts an annual risk review that identifies any potential risks to the continuing operation of the organisation. The relevant board committees ensure that appropriate controls are identified and put in place to provide reasonable assurance against the risks occurring.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Burnley Youth Theatre

Report of the Trustees
for the Year Ended 31 March 2016

Approved by order of the board of trustees on 24 November 2016 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'A. Preston', followed by a horizontal line.

Mr A Preston - Trustee

Burnley Youth Theatre

Statement of Trustees Responsibilities for the Year Ended 31 March 2016

The trustees (who are also the directors of Burnley Youth Theatre for the purposes of company law) are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Independent Examiner's Report to the Trustees of
Burnley Youth Theatre

I report on the accounts for the year ended 31 March 2016 set out on pages eighteen to twenty six.

Respective responsibilities of trustees and examiner

The charity's trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 144(2) of the Charities Act 2011 (the 2011 Act)) and that an independent examination is required. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of Association of Charity Independent Examiners.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under Section 145 of the 2011 Act
- to follow the procedures laid down in the General Directions given by the Charity Commission (under Section 145(5)(b) of the 2011 Act); and
- to state whether particular matters have come to my attention.

Basis of the independent examiner's report

My examination was carried out in accordance with the 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 you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statements below.

Independent examiner's statement

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

(1) which gives me reasonable cause to believe that, in any material respect, the requirements

- to keep accounting records in accordance with Section 386 and 387 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of Sections 394 and 395 of the Companies Act 2006 and with the methods and principles of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities (the FRSSE) (effective 1 January 2015)

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



M R Heaton FCCA FCIE DChA
Association of Charity Independent Examiners
KM
4/6 Grimshaw St
Burnley
Lancashire
BB11 2AZ

24 November 2016

Burnley Youth Theatre

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2016

		Unrestricted fund £	Restricted funds £	31.3.16 Total funds £	31.3.15 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	61,938	-	61,938	81,868
Charitable activities	5				
Operation of theatre		101,778	77,984	179,762	215,929
Other trading activities	3	26,802	-	26,802	20,830
Investment income	4	1,988	-	1,988	2,285
Other income		2,000	-	2,000	2,000
Total		194,506	77,984	272,490	322,912
EXPENDITURE ON					
Charitable activities					
Operation of theatre		183,545	113,376	296,921	315,864
Performance costs		23,029	-	23,029	67,862
Total		206,574	113,376	319,950	383,726
NET INCOME/(EXPENDITURE)		(12,068)	(35,392)	(47,460)	(60,814)
Other recognised gains/(losses)					
Gains/(losses) on investment assets		(2,906)	-	(2,906)	1,958
Net movement in funds		(14,974)	(35,392)	(50,366)	(58,856)
RECONCILIATION OF FUNDS					
Total funds brought forward		38,156	1,398,198	1,436,354	1,495,210
TOTAL FUNDS CARRIED FORWARD		23,182	1,362,806	1,385,988	1,436,354

The notes form part of these financial statements

Burnley Youth Theatre

Balance Sheet

At 31 March 2016

	Notes	Unrestricted fund £	Restricted funds £	31.3.16 Total funds £	31.3.15 Total funds £
FIXED ASSETS					
Tangible assets	10	-	1,362,806	1,362,806	1,398,198
Investments	11	25,547	10,000	35,547	48,454
		<u>25,547</u>	<u>1,372,806</u>	<u>1,398,353</u>	<u>1,446,652</u>
CURRENT ASSETS					
Debtors	12	3,427	-	3,427	13,067
Prepayments and accrued income		2,364	-	2,364	10,276
Cash at bank		7,069	15,400	22,469	5,766
		<u>12,860</u>	<u>15,400</u>	<u>28,260</u>	<u>29,109</u>
CREDITORS					
Amounts falling due within one year	13	(15,225)	(25,400)	(40,625)	(39,407)
NET CURRENT ASSETS/(LIABILITIES)		<u>(2,365)</u>	<u>(10,000)</u>	<u>(12,365)</u>	<u>(10,298)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>23,182</u>	<u>1,362,806</u>	<u>1,385,988</u>	<u>1,436,354</u>
NET ASSETS		<u>23,182</u>	<u>1,362,806</u>	<u>1,385,988</u>	<u>1,436,354</u>
FUNDS	14				
Unrestricted funds				23,182	38,156
Restricted funds				1,362,806	1,398,198
TOTAL FUNDS				<u>1,385,988</u>	<u>1,436,354</u>

The notes form part of these financial statements

Burnley Youth Theatre

Balance Sheet - continued

At 31 March 2016

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2016.

The members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 March 2016 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

The financial statements were approved by the Board of Trustees on 24 November 2016 and were signed on its behalf by:

A handwritten signature in dark ink, appearing to read 'A. C. Preston', followed by a horizontal line.

Mr A Preston -Trustee

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities (the FRSSE) (effective 1 January 2015)', the Financial Reporting Standard for Smaller Entities (effective January 2015) and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- 2% on cost
Fixtures and fittings	- 10% on cost

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. DONATIONS AND LEGACIES

	31.3.16	31.3.15
	£	£
Donations	61,938	81,868
	<u> </u>	<u> </u>

3. OTHER TRADING ACTIVITIES

	31.3.16	31.3.15
	£	£
Fundraising events	26,802	20,830
	<u> </u>	<u> </u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2016

4. INVESTMENT INCOME

	31.3.16	31.3.15
	£	£
Interest receivable	18	148
Dividends receivable	1,970	2,137
	<u>1,988</u>	<u>2,285</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.16	31.3.15
		£	£
Grants	Operation of theatre	<u>179,762</u>	<u>215,929</u>

Grants received, included in the above, are as follows:

	31.3.16	31.3.15
	£	£
Arts Council England	80,273	90,201
Heritage Lottery	-	9,000
Lancashire County Council	22,900	32,345
Partnership working	21,505	5,091
Arts Council England - Catalyst	-	48,567
Canal and Rivers Trust	-	3,016
Austin and Hope	2,000	1,000
Burnley Leisure	9,000	14,700
Equitable Charitable Trust	7,000	2,000
Esmee Fairbairn	16,624	10,009
Henry Smith	17,500	-
Super Slow Way	2,300	-
Youth Music	660	-
	<u>179,762</u>	<u>215,929</u>

6. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.16	31.3.15
	£	£
Depreciation - owned assets	<u>35,392</u>	<u>41,807</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2016 nor for the year ended 31 March 2015.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2016 nor for the year ended 31 March 2015.

Notes to the Financial Statements - continued
for the Year Ended 31 March 2016

8. STAFF COSTS

	31.3.16 £	31.3.15 £
Wages and salaries	158,437	157,711
Social security costs	9,927	11,706
	<u>168,364</u>	<u>169,417</u>

The average monthly number of employees during the year was as follows:

	31.3.16 9	31.3.15 9
Theatre	<u>9</u>	<u>9</u>

No employees received emoluments in excess of £60,000.

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	81,868	-	81,868
Charitable activities			
Operation of theatre	106,492	109,437	215,929
Other trading activities	20,830	-	20,830
Investment income	2,285	-	2,285
Other income	2,000	-	2,000
Total	<u>213,475</u>	<u>109,437</u>	<u>322,912</u>
EXPENDITURE ON			
Charitable activities			
Operation of theatre	157,060	158,804	315,864
Performance costs	67,862	-	67,862
Total	<u>224,922</u>	<u>158,804</u>	<u>383,726</u>
NET INCOME/(EXPENDITURE)	<u>(11,447)</u>	<u>(49,367)</u>	<u>(60,814)</u>
Transfers between funds	<u>(6,505)</u>	<u>6,505</u>	<u>-</u>
Other recognised gains/(losses)			
Gains/(losses) on investment assets	1,958	-	1,958
Net movement in funds	<u>(15,994)</u>	<u>(42,862)</u>	<u>(58,856)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>54,150</u>	<u>1,441,060</u>	<u>1,495,210</u>
TOTAL FUNDS CARRIED FORWARD	<u>38,156</u>	<u>1,398,198</u>	<u>1,436,354</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2016

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

Unrestricted fund £	Restricted funds £	Total funds £
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10. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Totals £
COST			
At 1 April 2015 and 31 March 2016	1,656,653	119,980	1,776,633
DEPRECIATION			
At 1 April 2015	261,009	117,426	378,435
Charge for year	33,284	2,108	35,392
At 31 March 2016	294,293	119,534	413,827
NET BOOK VALUE			
At 31 March 2016	1,362,360	446	1,362,806
At 31 March 2015	1,395,644	2,554	1,398,198

11. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 April 2015	48,454
Revaluations	(12,907)
At 31 March 2016	35,547
NET BOOK VALUE	
At 31 March 2016	35,547
At 31 March 2015	48,454

There were no investment assets outside the UK.

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.16 £	31.3.15 £
Trade debtors	3,427	13,067

Notes to the Financial Statements - continued
for the Year Ended 31 March 2016

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.16	31.3.15
	£	£
Trade creditors	2,995	14,789
Taxation and social security	-	2,701
Other creditors	37,630	21,917
	<u>40,625</u>	<u>39,407</u>

14. MOVEMENT IN FUNDS

	At 1.4.15	Net movement in funds	At 31.3.16
	£	£	£
Unrestricted funds			
Operation of theatre	38,156	(14,974)	23,182
Restricted funds			
Original buildings/equipment funded by restricted grants	996,616	(27,136)	969,480
New Building Fund	401,582	(8,256)	393,326
	<u>1,398,198</u>	<u>(35,392)</u>	<u>1,362,806</u>
TOTAL FUNDS	<u>1,436,354</u>	<u>(50,366)</u>	<u>1,385,988</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
Operation of theatre	194,506	(206,574)	(2,906)	(14,974)
Restricted funds				
Lancashire County Council	22,900	(22,900)	-	-
Burnley Leisure	9,000	(9,000)	-	-
Esmee Fairbairn	16,624	(16,624)	-	-
Equitable Charitable Trust	7,000	(7,000)	-	-
Austin and Hope	2,000	(2,000)	-	-
Henry Smith	17,500	(17,500)	-	-
Super Slow Way	2,300	(2,300)	-	-
Youth Music	660	(660)	-	-
Original buildings/equipment funded by restricted grants	-	(27,136)	-	(27,136)
New Building Fund	-	(8,256)	-	(8,256)
	<u>77,984</u>	<u>(113,376)</u>	<u>-</u>	<u>(35,392)</u>
TOTAL FUNDS	<u>272,490</u>	<u>(319,950)</u>	<u>(2,906)</u>	<u>(50,366)</u>

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2016.

16. ULTIMATE CONTROLLING PARTY

The charity is controlled by the trustees who are all directors of the company.

17. MEMBERS' LIABILITY

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

18. MORTGAGE CHARGE

On 28th June 2005, The Arts Council of England obtained a legal charge over the land, and buildings erected thereon, known as Burnley Youth Theatre, Queens Park Road, Burnley, amounting to £365,000.

Burnley Youth Theatre

Detailed Statement of Financial Activities
for the Year Ended 31 March 2016

	31.3.16 £	31.3.15 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	61,938	81,868
Other trading activities		
Fundraising events	26,802	20,830
Investment income		
Interest receivable	18	148
Dividends receivable	1,970	2,137
	<hr/> 1,988	<hr/> 2,285
Charitable activities		
Grants	179,762	215,929
Other income		
Employment Allowance	2,000	2,000
	<hr/> 272,490	<hr/> 322,912
Total incoming resources		

EXPENDITURE

Charitable activities		
Wages	158,437	157,711
Social security	9,927	11,706
Staff training	2,919	1,754
Premises costs	34,330	39,474
Telephone	3,163	2,684
Computer software and maintenance costs	3,552	2,059
Printing, postage and stationery	6,250	13,519
Trade subscriptions	456	1,359
Freelance	27,698	36,026
Hospitality	618	595
Recruitment fees	1,275	314
Performance costs	23,029	67,862
Sundry expenses	-	14
Travel and subsistence	809	1,972
Design leadership programme	4,842	-
Fundraising expenses	919	-
Refreshment expenses	1,560	-
Long leasehold depreciation	33,284	33,162
Fixtures and Fittings depreciation	2,108	8,645
	<hr/> 315,176	<hr/> 378,856
Support costs		

Burnley Youth Theatre

Detailed Statement of Financial Activities
for the Year Ended 31 March 2016

	31.3.16 £	31.3.15 £
Finance		
Bank charges	60	79
Credit card charges	384	585
	<hr/> 444	<hr/> 664
Governance costs		
Accountancy fees	2,460	3,000
Legal fees	1,486	798
Payroll fees	384	408
	<hr/> 4,330	<hr/> 4,206
Total resources expended	319,950	383,726
	<hr/>	<hr/>
Net expenditure	<u>(47,460)</u>	<u>(60,814)</u>